DEPARTMENT OF DEFENSE

DEOMI Organizational Climate Survey (DEOCS) Report

Organization: USS SHILOH CG 67

Commander/Director: ████████ (b) (5), (b) (6), (b) (7)(C)

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Defense Equal Opportunity Management Institute
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It is important to review all sections contained in this report. Compare the information presented in Section III, Perceptions of Discrimination, Section V, Climate Factor Subgroup Comparison, along with Appendix, Written Comments from Your Organization. Doing so can sometimes help to validate potential areas of concern.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. Individual Service instructions typically require organizations to use multiple approaches, such as individual interviews and/or focus groups, when assessing command climate.

Discretion should be taken prior to making any management or disciplinary decisions based solely on the results.

I. HOW TO INTERPRET YOUR DEOCS RESULTS

1. Start by looking at the demographic breakout in section II, which shows who completed the survey. The charts provide a visual display of respondents by their demographic features. Survey respondents can select any option when completing the demographic portion of the survey, so numbers may not match the personnel assigned. Determine if the participants represent the overall assigned population. Also, disparities in responses presented in the tables throughout the report are due to missing responses attributable to incomplete surveys, stray marks, or multiple responses selected for a single-response item.

2. Review section III, Perceptions of Discrimination. This shows perceptions of these incidents in the workplace during the past 12 months, actions taken to address them, members' satisfaction with issue resolution and perceived barriers to reporting.

3. Review section IV, Sexual Assault Prevention and Response (SAPR). This covers perceptions of leadership support, knowledge of sexual assault reporting options, perceived barriers to reporting sexual assault, and bystander intervention climate.

4. Review section V, which provides climate factor results broken out by demographic subgroup, facilitating direct comparison between complementary groups. Higher averages reflect more positive ratings. Results are displayed using a green, blue, and red coding scheme, respectively reflecting above average, near average, and below average.

5. Review section VI, Overall Unit Summary. This provides a comparative analysis for each of the factor areas, comparing your unit's current average with its parent Service branch. Results are displayed using the same color coding scheme.

6. Review section VII, which shows responses to the individual climate factor questions

7. Review section VIII, which provides interpretation and recommendations for the DEOCS report.

8. Review responses to Locally Developed Questions (if you chose to include these in your survey).

9. Review responses to Short Answer Questions (if you chose to include these in your survey).

10. Review written comments and look for trends. Determine whether the comments support the numerical data.

11. If needed, conduct interviews to further characterize organizational issues and strengths, and opportunities for improvement.

12. If needed, review the organization's written records and reports to determine validity of perceptions revealed by the survey and interviews.

STEPS TO INTERPRET DEOCS COLOR CODING

Color Coding	Category	Criteria	General Interpretation
Green	Above Service Average	Perceptions fall in the upper 80th percentile of the responses within your Service.	Indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service.
Blue	Near Service Average	Perceptions fall in the 21st to 79th percentile of responses within your Service.	Indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service.
Red	Below Service Average	Perceptions fall in the lower 20th percentile of responses within your Service.	Indicates that the perceptions of your members are markedly less favorable than those commonly held across your Service.

Steps to interpreting DEOMI DEOCS color coding:

1. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
   a. Unit: Examine *Section IV Sexual Assault Prevention and Response* (page 20, 21) *and Section VI Overall Unit Summary* (pages 55 - 57) to compare your unit's score on each DEOCS factor to your Service's average. Additionally, compare your unit's score to the "Range of Near Service Average" to gauge relational standing of your unit's score to your Service.
   b. Subgroups: Examine *Section V Climate Factor Subgroup Comparisons* (pages 52 - 54) to compare perceptions among subgroups and to your Service's average. In addition to using the color coding schema, compare the subgroup's numeric average (displayed in each box) to the "Range of near Service Average" (presented on mages 20, 21, 55 - 57) to gauge the relative standing of each subgroup to your Service.

2. Examine the item-level results by using the favorable/unfavorable responses to guide interpretation on the factor contained within *Section IV* (SAPR Item Results, pages 22 - 51) and *Section VII* (DEOCS Summary of Survey Item Results, pages 58 - 79).

3. Examine the written comments associated with the area of concern and determine if any of the comments are associated with negative perceptions. Overall, comments can be easier to manage if they are broken into themes.

4. Based on the degree of favorability of the item-level results and written comments, determine if the classification of your unit or subgroup(s) as 'Below Service Average' or 'Near Service Average' is at an acceptable level based on your unit's standards.

5. If results do not meet the expectations of the unit's standards, use the findings to guide follow-on climate assessment actions (e.g., develop plan of action to improve climate; determining the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, etc.). For more strategies to improve or maintain a healthy command climate, refer to "Recommendations" throughout *Section IV SAPR* (pages 20-51) and *Section VIII Recommendations* (pages 80-81).

NOTE: The DEOCS report provides unit-level comparisons that help identify subgroups that may harbor negative - or positive perceptions regarding a particular climate factor. However, be mindful that **a red color coding does not automatically reflect a negative find. It simply means that your average is below your Service's average from a unit-level standpoint. Your actual favorability scores (in section VII) for that factor may reflect a positive percentage.** Using that percentage, you should be able to determine if there is in fact an issue within your organization.

MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

If you or your staff requires assistance, do not hesitate to contact
the DEOCS Support Team at DSN 854-2675/3260/4217 or commercial (321) 494-2675/3260/4217.

II. DEMOGRAPHIC BREAKOUT

MINORITY vs MAJORITY
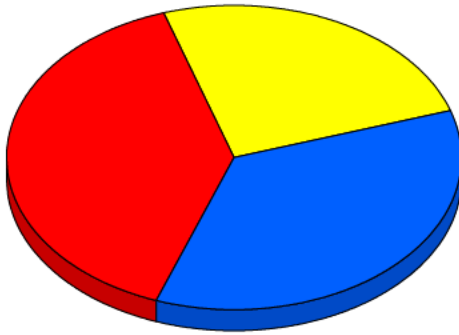
	Frequency	Percent
Minority	34	35.42
Majority	38	39.58
Declined	24	25.00
Total	96	100.00

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All other respondents are included in the minority subgroup.

RACE
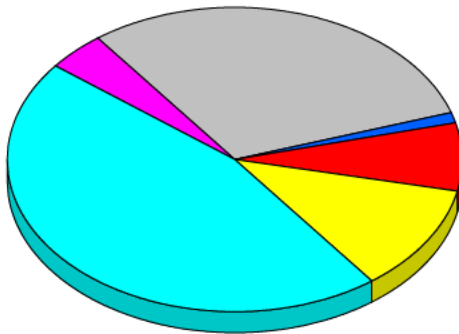
	Frequency	Percent
American Indian	1	1.04
Asian	7	7.29
Black	11	11.46
Native Hawaiian	0	0.00
White	44	45.83
Two or More	4	4.17
Declined	29	30.21
Total	96	100.00

ETHNICITY
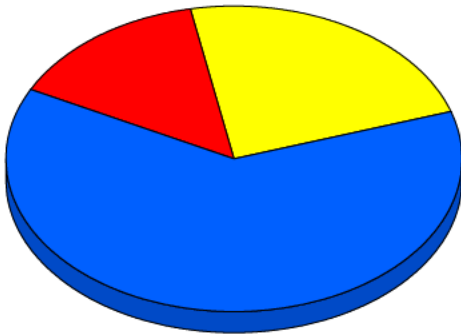
	Frequency	Percent
Not Hispanic	60	62.50
Hispanic	14	14.58
Declined	22	22.92
Total	96	100.00

GENDER
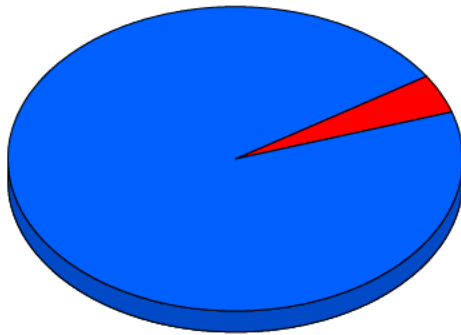
	Frequency	Percent
Men	92	95.83
Women	4	4.17
Total	96	100.00

CATEGORY
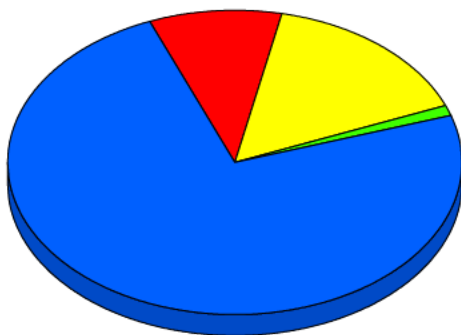
	Frequency	Percent
Jr Enlisted (E1-E6)	71	73.96
Sr Enlisted (E7-E9)	9	9.38
Jr Officer (O1-O3)	15	15.63
Sr Officer (O4 and up)	1	1.04
Jr Civ (Grades 1-8)	0	0.00
Sr Civ (Grades 9-SES)	0	0.00
Other	0	0.00
Total	96	100.00

III. PERCEPTION OF DISCRIMINATION

This section addresses whether members of the organization experienced discrimination and sexual harassment, directed from members of the organization, during the last 12 months; whether they reported the incident; and their satisfaction with how the reported incident was resolved.

Within the past 12 months, I have personally experienced an incident of discrimination or sexual harassment within my current organization (**Mark all that apply**):

	Frequency	Percent
Race/Nat Orig/Color	10	25.64
Sexual Harassment	3	7.69
Gender (Sex)	14	35.90
Religion	1	2.56
Age	1	2.56
Disability	0	0.00
Equal Pay	0	0.00
Genetic Information	4	10.26
Pregnancy	2	5.13
Retaliation	4	10.26
Total	39	100.00
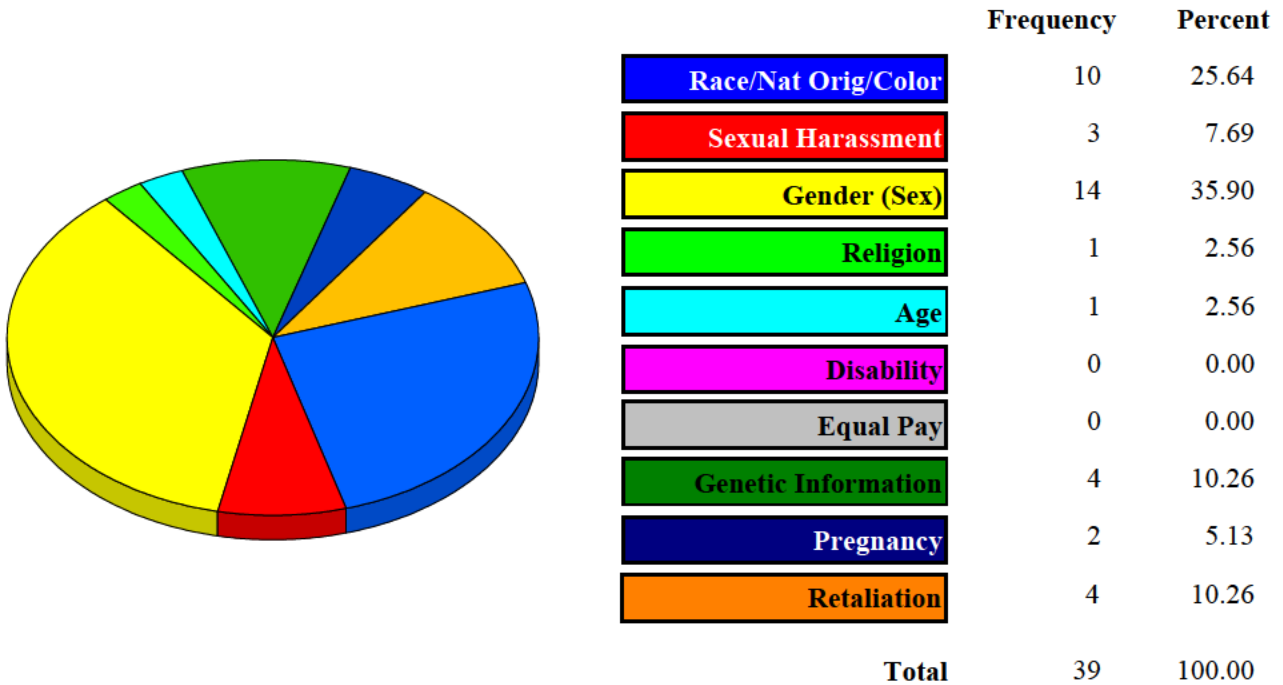
NOTE: Respondents can select multiple bases of discrimination, which accounts for any disparities in totals. Information specific to Sexual Harassment begins on page 14.

EXPERIENCED DISCRIMINATION BASED ON <u>RACE/NATIONAL ORIGIN/COLOR</u>

NOTE: Respondents who selected "Decline to respond" for Race and/or Hispanic declaration in the demographics section account for disparities that may appear in totals shown below.

MAJORITY
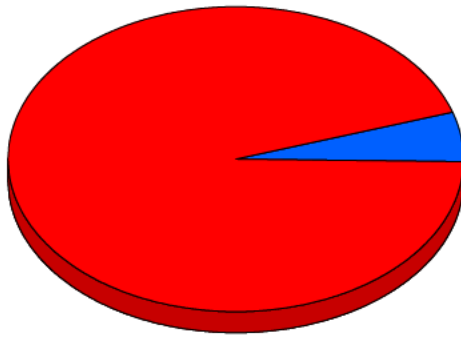
	Frequency	Percent
YES	2	5.26
NO	36	94.74
Total	38	100.00

MINORITY
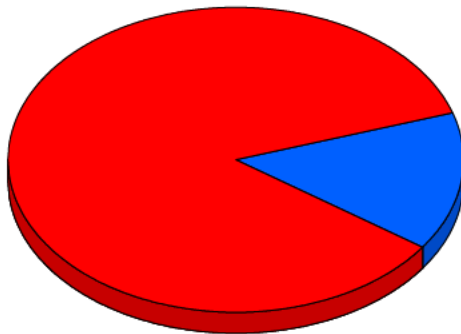
	Frequency	Percent
YES	5	14.71
NO	29	85.29
Total	34	100.00

EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN
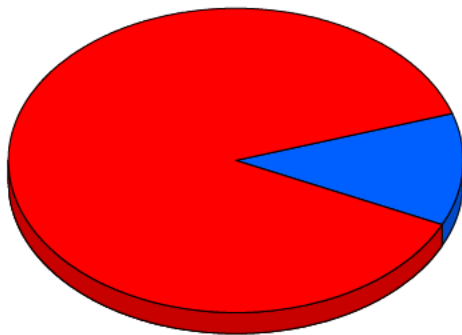
	Frequency	Percent
YES	11	11.96
NO	81	88.04
Total	92	100.00

WOMEN
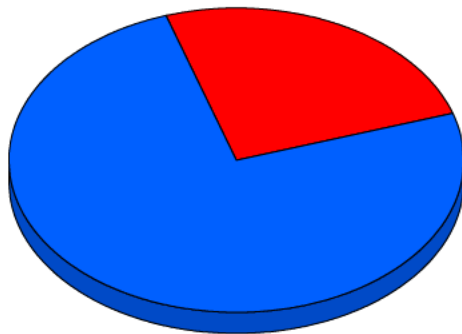
	Frequency	Percent
YES	3	75.00
NO	1	25.00
Total	4	100.00

Actions Taken Following Incident of <u>Discrimination</u>

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

Did you report any of the incidents of discrimination to someone in your organization?
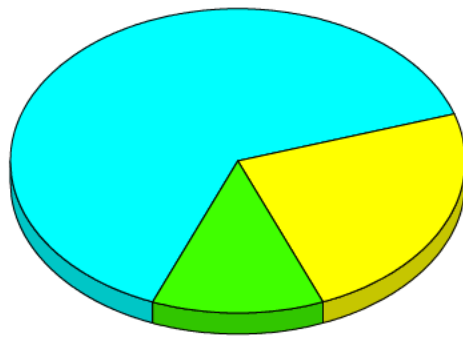
	Frequency	Percent
(blue)	0	0.00
(red)	0	0.00
(yellow)	6	24.00
(green)	3	12.00
(cyan)	16	64.00
Total	25	100.00

Filed formal complaint through EO/EEO representative.

Reported incident through EO/EEO representative.

Reported incident to supervisor/superior.

Confronted individual.

Did not report the incident to anyone.

"N/A" responses not included.

**Reported Incident of <u>Discrimination</u> to Formal Complaint, EO/EEO or Supervisor:**
Demographic Breakout

NOTE: Respondents who selected "Decline to respond" for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

Table 1. Reported Incident of Discrimination by Demographic Breakout

Reported Incident of Discrimination	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
Civilian	0	0.00	0	0.00	0	100.00
Military	6	27.27	16	72.73	22	100.00
Men	5	25.00	15	75.00	20	100.00
Women	1	50.00	1	50.00	2	100.00
Majority	3	50.00	3	50.00	6	100.00
Minority	2	25.00	6	75.00	8	100.00

Figure 1. Reported Incident of Discrimination by Demographic Subgroups

Civilian	0.00%
Military	27.27%
Men	25.00%
Women	50.00%
Majority	50.00%
Minority	25.00%
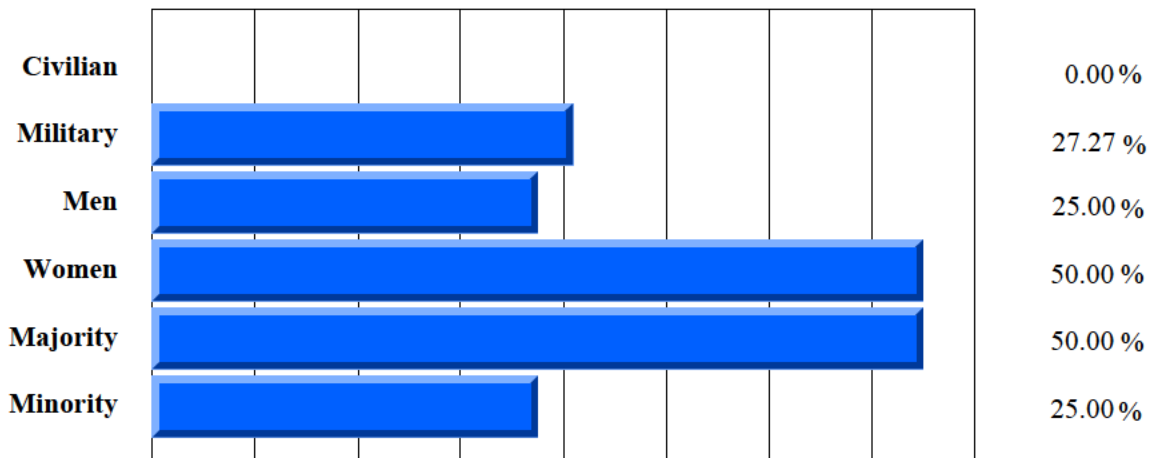
"N/A" responses not included.

Satisfaction with Discrimination Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor

Figure 2. How satisfied are you with how your issue was (or is being) resolved?

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.

	Frequency	Percent
Very Dissatisfied	2	40.00
Somewhat Dissatisfied	1	20.00
Somewhat Satisfied	2	40.00
Very Satisfied	0	0.00
Total	5	100.00
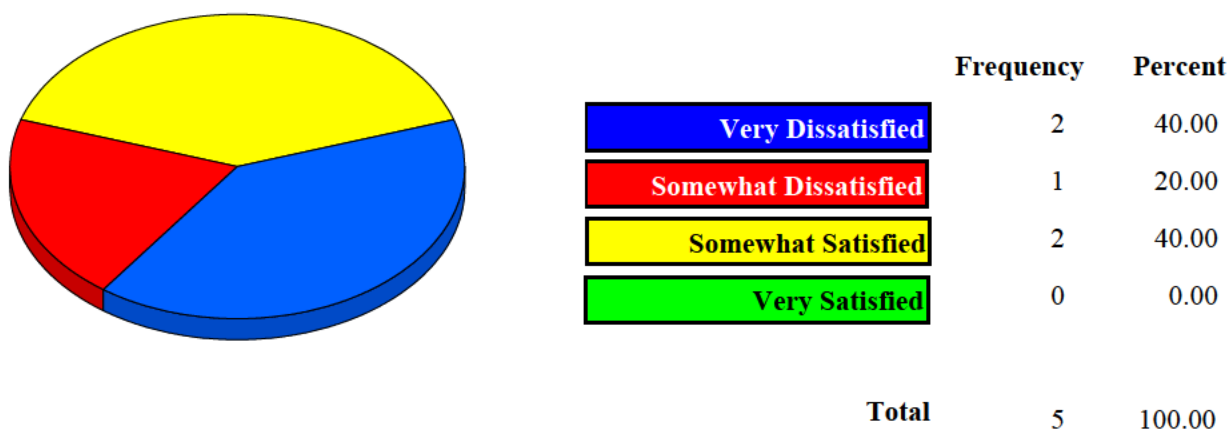
"N/A" responses not included.

Perceived Barriers to Reporting <u>Discrimination</u>

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (**Mark all that apply**)

Figure 3. Barriers to Reporting Discrimination
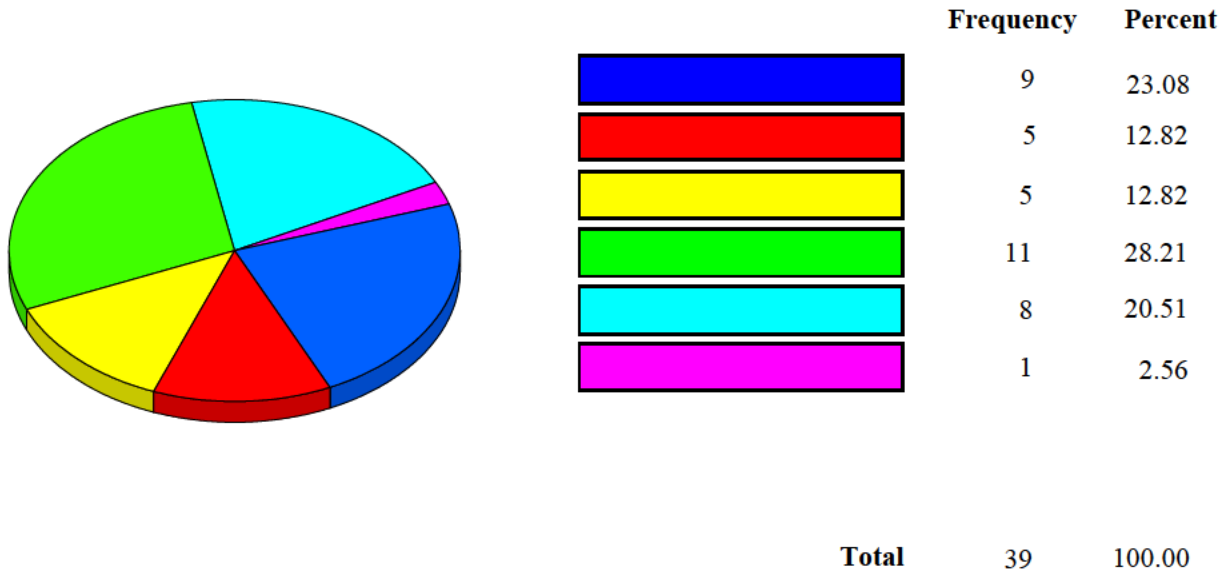
	Frequency	Percent
(blue)	9	23.08
(red)	5	12.82
(yellow)	5	12.82
(green)	11	28.21
(cyan)	8	20.51
(magenta)	1	2.56
Total	39	100.00

The incident would not be taken seriously.

The incident would not be believed.

Lack of privacy/confidentiality.

Fear of reprisal.

Lack of support from chain of command.

Other.

"N/A" responses not included.

Experiences of Sexual Harassment

MEN
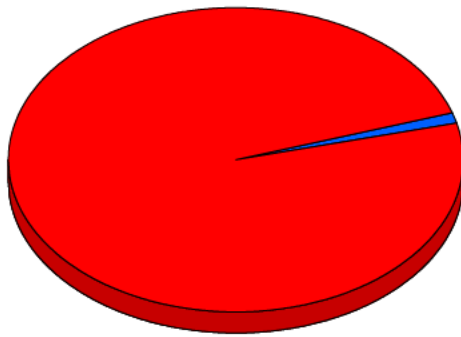
	Frequency	Percent
YES	1	1.09
NO	91	98.91
Total	92	100.00

WOMEN
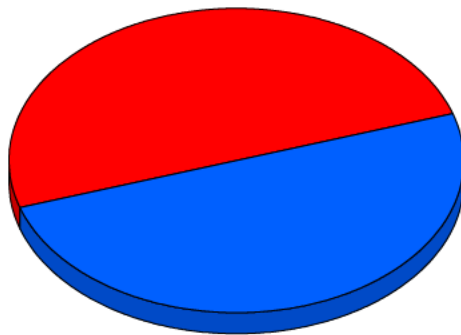
	Frequency	Percent
YES	2	50.00
NO	2	50.00
Total	4	100.00

Actions Taken Following Incident of <u>Sexual Harassment</u>

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

Did you report any of the incidents of sexual harassment to someone in your organization?
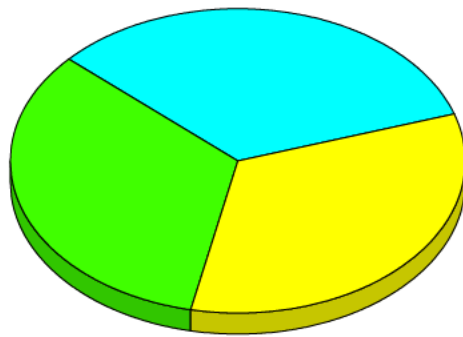
	Frequency	Percent
(blue)	0	0.00
(red)	0	0.00
(yellow)	1	33.33
(green)	1	33.33
(cyan)	1	33.33
Total	3	100.00

Filed formal complaint through EO/EEO representative.

Reported incident through EO/EEO representative.

Reported incident to supervisor/superior.

Confronted individual.

Did not report the incident to anyone.

"N/A" responses not included.

Members who Filed Formal Complaint or Reported Incident of <u>Sexual Harassment</u> to EO/EEO or Supervisor: Demographic Breakout

NOTE: Respondents who selected "Decline to respond" for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

Table 2. Reported Incident of Sexual Harassment by Demographic Breakout

Reported Incident of Sexual Harassment	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
Civilian	0	0.00	0	0.00	0	100.00
Military	1	50.00	1	50.00	2	100.00
Men	0	0.00	1	100.00	1	100.00
Women	1	100.00	0	0.00	1	100.00
Majority	1	50.00	1	50.00	2	100.00
Minority	0	0.00	0	0.00	0	100.00

Figure 4. Reported Incident of Sexual Harassment by Demographic Subgroups

Civilian	0.00%
Military	50.00%
Men	0.00%
Women	100.00%
Majority	50.00%
Minority	0.00%
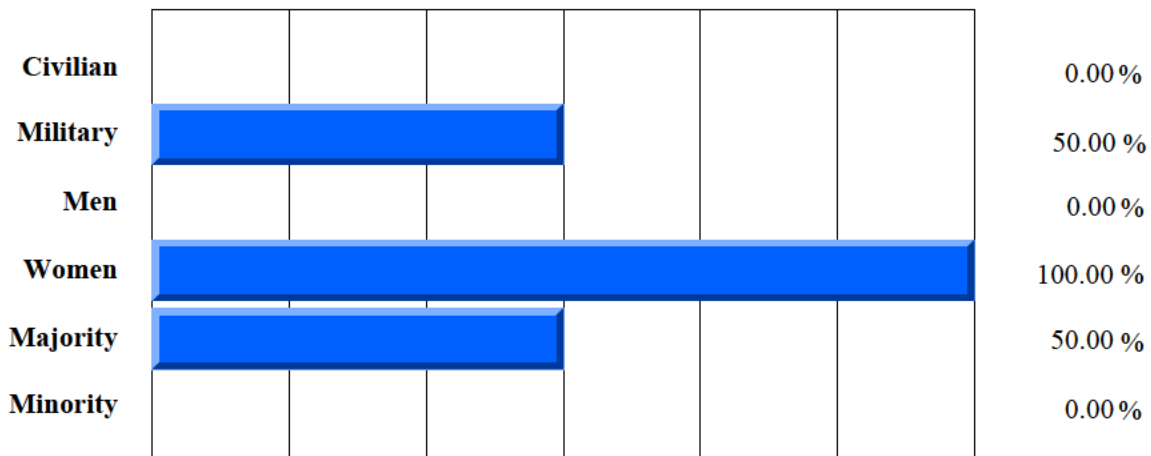
"N/A" responses not included.

Satisfaction with Sexual Harassment Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor

Figure 5. How satisfied are you with how your issue was (or is being) resolved?

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.

	Frequency	Percent
Very Dissatisfied	0	0.00
Somewhat Dissatisfied	1	100.00
Somewhat Satisfied	0	0.00
Very Satisfied	0	0.00
Total	1	100.00
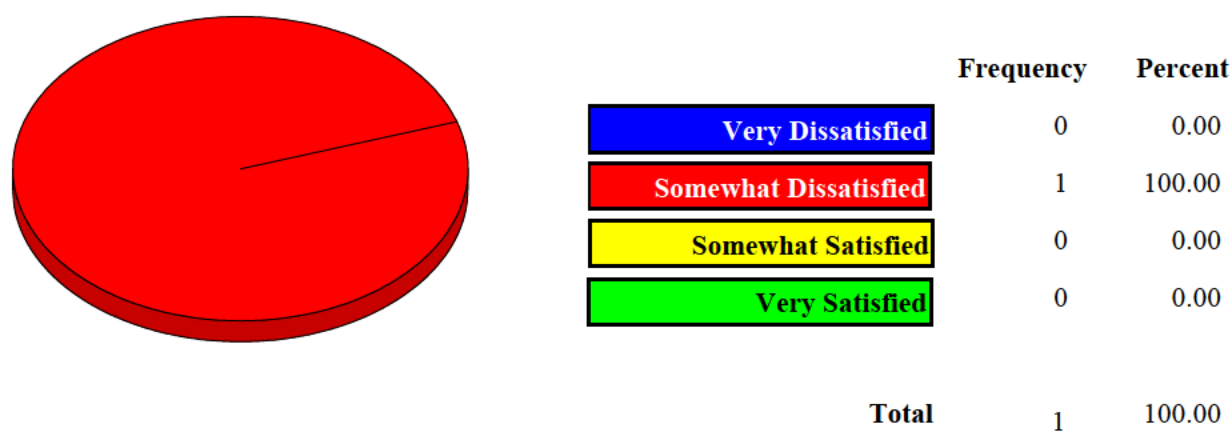
"N/A" responses not included.

Perceived Barriers to Reporting <u>Sexual Harassment</u>

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (**Mark all that apply**)

Figure 6. Barriers to Reporting Sexual Harassment
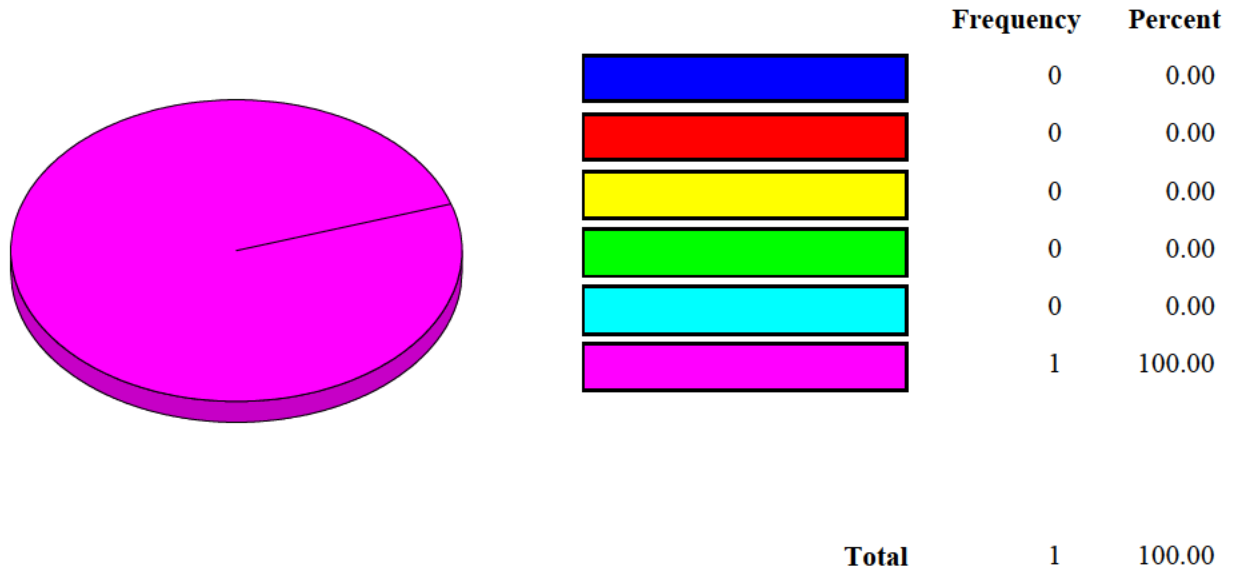
	Frequency	Percent
■	0	0.00
■	0	0.00
■	0	0.00
■	0	0.00
■	0	0.00
■	1	100.00
Total	1	100.00

The incident would not be taken seriously.

The incident would not be believed.

Lack of privacy/confidentiality.

Fear of reprisal.

Lack of support from chain of command.

Other.

"N/A" responses not included.

IV. SEXUAL ASSAULT PREVENTION AND RESPONSE

This section addresses members' perceptions of the Sexual Assault Prevention and Response (SAPR) climate within your organization. Specifically, this section includes members' perceptions of the following topic areas:

1) Perceptions of Safety
2) Chain of Command Support
3) Publicity of SAPR Information
4) Unit Reporting Climate
5) Perceived Barriers to Reporting Sexual Assault
6) Unit Prevention Climate
7) Restricted Reporting Knowledge

Below you will find the overall unit summary information pertaining to the SAPR climate within your organization, compared to the DEOMI database for your Service. Results display above average, average, and below average using a green, blue, and red coding scheme, respectively. Above average indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. Average indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. Below average indicates that the perceptions of your members are markedly less favorable than those held across your Service. Your organization's average is displayed along with its respective Service branch average.

Red = Below Service Average	Blue = Near Service Average	Green = Above Service Average

Perceptions of Safety

Your Unit   3.51
Your Service 3.68

Range of "Near Service" Average =   3.61 - 3.77

Chain of Command Support

Your Unit   2.93
Your Service 3.41

Range of "Near Service" Average =   3.25 - 3.60

Publicity of SAPR Information

Your Unit	2.84
Your Service	3.04
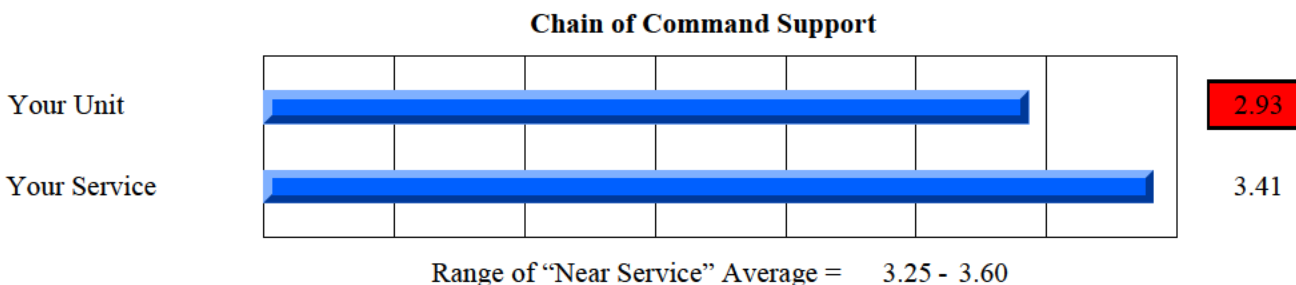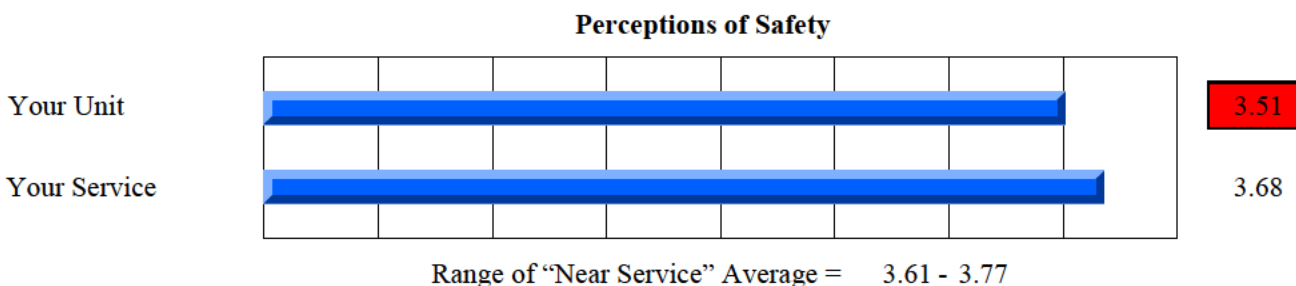
Range of "Near Service" Average = 2.83 - 3.26

Unit Reporting Climate

Your Unit	3.18
Your Service	3.54
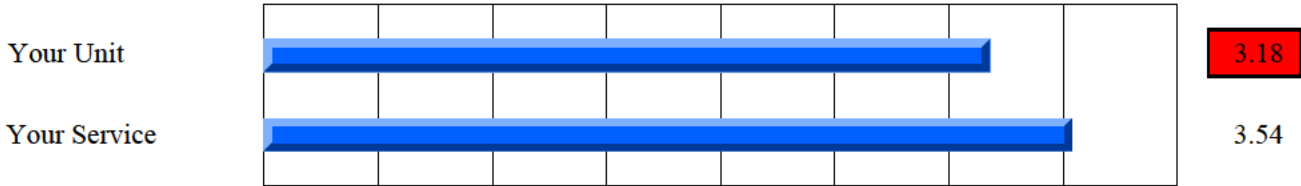
Range of "Near Service" Average = 3.42 - 3.69

Zero Perceived Barriers to Reporting Sexual Assault

Your Unit	16.67 %
Your Service	38.05 %
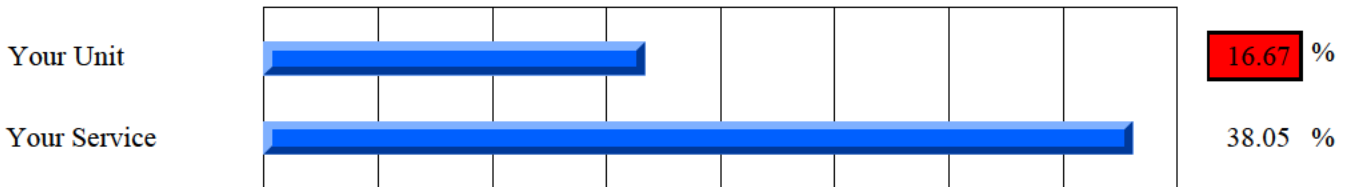
Range of "Near Service" Average = 27.40 - 47.56

Unit Prevention Climate

Your Unit	3.63
Your Service	3.50
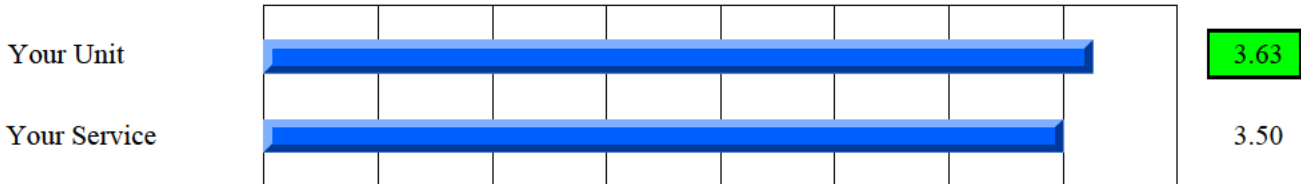
Range of "Near Service" Average = 3.40 - 3.62

Restricted Reporting Knowledge

Your Unit	80.83 %
Your Service	75.09 %

Range of "Near Service" Average = 68.93 - 80.87

Red = Below Service Average	Blue = Near Service Average	Green = Above Service Average

Perceptions of Safety

Perceptions of Safety refers to members' feelings of safety from being sexually assaulted where they currently live and perform their work/duties. Two questions measure *Perceptions of Safety*; each item is measured on a four-point scale, where respondents may select *very unsafe, unsafe, safe,* or *very safe*.

Table 3 displays *Perceptions of Safety* where individuals live, subdivided by residence and respondents' perceptions of safety where they work. The table displays the percentage of members who indicated they feel *safe* or *very safe* combined into "Safe" and displays the percentages of members who indicate they feel *unsafe* or *very unsafe* combined into "Unsafe." In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Table 3. Respondents' Perceptions of Safety

To what extent do you feel safe from being sexually assaulted where you currently <u>live</u>:	Safe		Unsafe		Total	
	Number	Percent	Number	Percent	Number	Percent
On-base/post/station	49	100.00	0	0.00	49	100.00
Off-base/post/station	46	97.87	1	2.13	47	100.00
To what extent do you feel safe from being sexually assaulted where you <u>perform your work/duties</u>:	93	96.88	3	3.13	96	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 7 displays the percentage of respondents who feel "Safe" where they live by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 7. Respondents' Perceptions of Safety where they Live by Demographic Subgroups

To what extent do you feel safe from being sexually assaulted where you currently live?

Subgroup	Percentage
Men	98.91 %
Women	0.00 %
Jr. Enlisted	98.59 %
Sr. Enlisted	100.00 %
Jr. Officer	100.00 %
Sr. Officer	0.00 %
Jr. Civilian	0.00 %
Sr. Civilian	0.00 %
Organization	98.96 %
Service	97.63 %
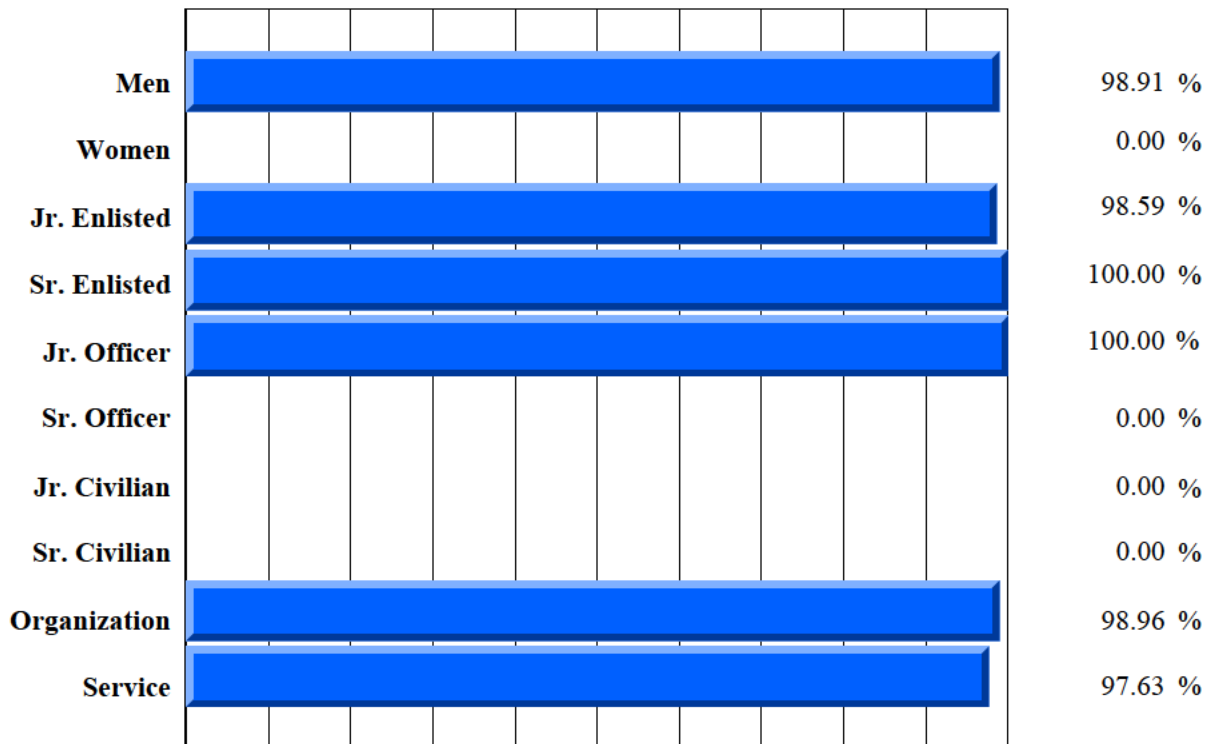
Figure 8 displays the percentage of respondents who feel "Safe" where they <u>work</u> by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 8. Respondents' Perceptions of Safety at Work by Demographic Subgroups

To what extent do you feel safe from being sexually assaulted where you <u>perform your work/duties</u>?

Subgroup	Percentage
Men	96.74 %
Women	0.00 %
Jr. Enlisted	95.77 %
Sr. Enlisted	100.00 %
Jr. Officer	100.00 %
Sr. Officer	0.00 %
Jr. Civilian	0.00 %
Sr. Civilian	0.00 %
Organization	96.88 %
Service	97.78 %
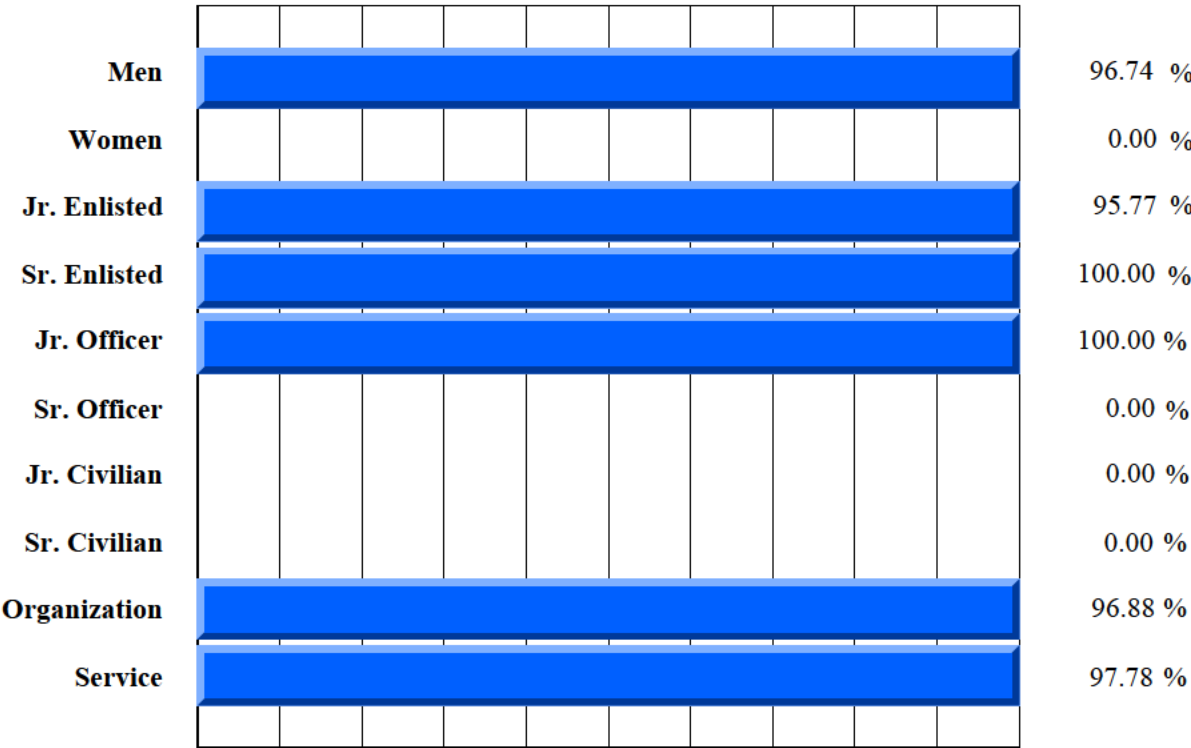
<u>*Recommendations:*</u>

While *Perceptions of Safety* may not necessarily reflect the actual level of risk faced by an individual or group, the reasoning behind such perceptions may yield valuable information about a number of environmental risks that pertain not only to sexual assault, but also to domestic violence, substance abuse, disruptive conditions in living quarters, and other problems that require command attention. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by residence and by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Foster and encourage first-line supervisor involvement in the detection of potential threats and risks within your unit. About 80% of the sexual assaults within the Department of Defense occur between people that know each other. Consequently, standard physical security measures may not always address the factors that give rise to sexual assaults between co-workers, friends, and acquaintances. Well-trained and empowered first-line supervisors are likely the first to become aware of behaviors that contribute to increased risk for sexual assault and other disruptive behaviors within the unit.
- As appropriate, encourage your unit leaders to regularly visit military living quarters - especially during evenings and weekends.
- Consider contacting base law enforcement and criminal investigators to obtain local threat information, for both on- and off- base housing areas.
- Review and modify as appropriate "party" and alcohol use policies in on-base living quarters. Many interactions that lead to sexual assault begin in social settings and often involve alcohol. Such policies should promote responsible alcohol use, encourage all involved to be on the lookout for situations at risk for sexual assault, and outline how to safely address inappropriate behavior.
- Encourage professional workplace behavior and intervention against those who do not behave respectfully. Research has found that the presence of unchecked sexual harassment within a unit increases the likelihood of sexual assault within that unit. Unit leadership must not only enforce these standards but also set the example.

Chain of Command Support

Chain of Command Support refers to members' perceptions of the extent to which command behaviors are targeted towards preventing sexual assault and creating an environment where members would feel comfortable reporting a sexual assault. Seven questions measure *Chain of Command Support*; each item is measured on a four-point scale assessing extent, where respondents may select *not at all, slight extent, moderate extent,* or *great extent*.

Table 5 displays the percentage of individuals who perceive a <u>favorable</u> *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive command behaviors to a *moderate extent* or a *great extent*. Additionally, this table displays the percentage of individuals who perceive an <u>unfavorable</u> *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive behaviors to a *slight extent* or *not at all*.

Table 5. Respondents' Perceptions of Chain of Command Support

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Promote a unit climate based on "respect and trust"	37	38.95	58	61.05	95	100.00
Refrain from sexist comments and behaviors	69	72.63	26	27.37	95	100.00
Actively discourage sexist comments and behaviors	66	69.47	29	30.53	95	100.00
Provide sexual assault prevention and response training that interests and engages you	73	76.84	22	23.16	95	100.00
Encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behavior	80	84.21	15	15.79	95	100.00
Encourage victims to report sexual assault	81	85.26	14	14.74	95	100.00
Create an environment where victims feel comfortable reporting sexual assault	72	75.79	23	24.21	95	100.00

Analyzing Responses based on Demographic Subgroups:

The *Chain of Command Support* index is calculated by first assigning numerical values to each anchor, where "1" equals *not at all*, "2" equals *slight extent*, "3" equals *moderate extent*, and "4" equals *great extent*, and then computing individuals' mean responses to the seven *Chain of Command Support* questions. Figure 9 displays your unit's combined average on these questions by demographic subgroups, with higher scores reflecting more favorable *Chain of Command Support*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 9. Respondents' Perceptions of Chain of Command Support by Demographic Subgroups

Subgroup	Score
Men	2.95
Women	0.00
Jr. Enlisted	2.93
Sr. Enlisted	3.27
Jr. Officer	2.74
Sr. Officer	0.00
Jr. Civilian	0.00
Sr. Civilian	0.00
Organization	2.93
Service	3.41
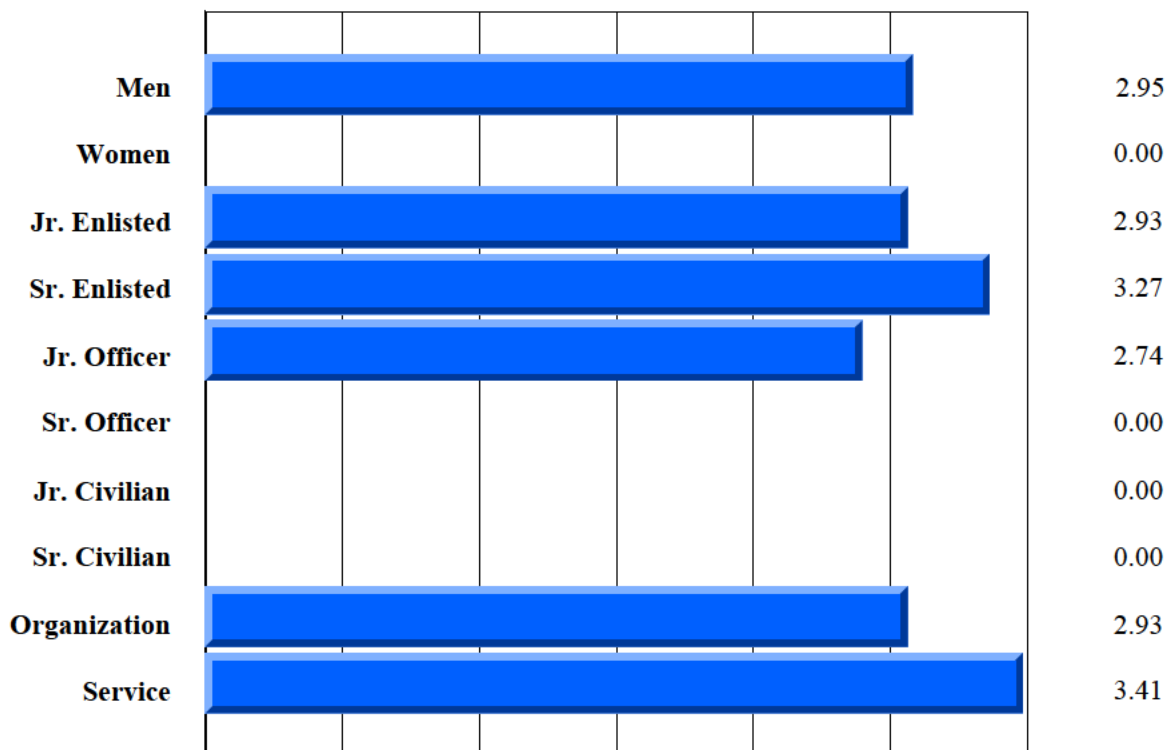
<u>*Recommendations:*</u>

The *Chain Of Command Support* index provides insight into how unit members perceive leadership's behaviors related to preventing sexual assault and creating an environment where victims would feel comfortable reporting sexual assault. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

· Motivate and empower your command team to take action on those items that get a less favorable rating. For example, if the chain of command is not seen as actively discouraging sexist comments and behaviors, clearly set your expectations with your unit leaders and consider inviting an installation resource in to help improve their skill set. Some sexist comments and behaviors may be so common practice that they escape scrutiny by those using them. Capturing a wide variety of perspectives from people within and outside your leadership chain can help you identify problem areas. Unchecked sexist comments and behaviors communicate to offenders that the unit is a place that tolerates treating someone unfairly because of their gender. This kind of climate may act as a "green light" for those who perpetrate sexual assault.
· Emphasize the importance of reporting sexual assault and getting needed assistance.
· Refrain from using the phrase "zero tolerance" on an individual unit-level. While no one should ever tolerate, condone or accept sexual assault, use of this term may have the unintended effect of keeping victims from reporting; no service member wants to be the person that shatters the commander's expectation that "zero" sexual assaults will occur in the unit. Rather, emphasize that sexual assault has no place in your unit - but if it does occur, encourage those impacted to choose one of the reporting options and get care.
· Adjust supervision policies to allow unit members to engage care and other resources without intrusive questioning. An environment that is conducive to reporting also allows victims a reasonable amount of flexibility to schedule and attend appointments for care and assistance. While personnel accountability is important, victim feedback indicates that supervisors often ask such intrusive questions about the nature of care appointments that victims sometimes forego reporting the crime and getting care so as to not attract negative attention.
· Seek out training opportunities that encourage small group discussion and active participation. "One size fits all" training rarely imparts lasting changes in knowledge, skills, and behavior. Members between the ages of 18 to 25 may be most at risk for sexual assault, but many at this age see themselves as impervious to this and other harms. Small group discussions with a mentor can help overcome such resistance and impart lasting change. Contact your servicing Sexual Assault Response Coordinator for meaningful and impactful training formats and opportunities.

Training materials and discussion guides that can be used in smaller groups are available at www.sapr.mil. Also, follow links on sapr.mil to your Service webpage for additional materials.

Consider attending DEOMI's Leadership Team Awareness Seminar (LTAS). Target audience for LTAS is senior officers (commanders and key staff/department heads O-3/O-6) and senior enlisted advisors (E-7/E-9) as well as civilians including legal officers, chaplains, and inspector general personnel in leadership positions. Duration of the course is 5 Days (40 hours). For more information contact: Student Management Division for enrollment into LTAS, Commercial (321)494-5653/7543 (DSN 854).

Publicity of SAPR Information

Publicity of SAPR Information refers to the extent to which members' perceive that SAPR-related information and resources is publicly displayed and openly communicated. There are three questions measuring *Publicity of SAPR Information;* each item is measured on a four-point scale measuring extent, where respondents may select *not at all, slight extent, moderate extent,* or *great extent.*

The following table displays the percentage of individuals who perceive there to be a <u>favorable</u> climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *moderate extent* or a *great extent*. This table also displays the percentage of individuals who perceive there is an <u>unfavorable</u> climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *slight extent* or *not at all*.

Table 6. Respondents' Perceptions of Publicity of SAPR Information

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Disseminate information on the outcomes of sexual assault courts-martial occurring within your Service	54	56.84	41	43.16	95	100.00
Publicize sexual assault reporting resources (e.g., Sexual Assault Response Coordinator contact information; Victim Advocate contact information; awareness posters; sexual assault hotline phone number)	73	76.84	22	23.16	95	100.00
Publicize the Restricted (confidential) Reporting option for sexual assault	69	72.63	26	27.37	95	100.00

Figure 10 provides results of the *Publicity of SAPR Information* index by demographic subgroups. The *Publicity of SAPR Information* index is calculated by first assigning numerical values to each anchor, where "1" equals *not at all*, "2" equals *slight extent*, "3" equals *moderate extent*, and "4" equals *great extent*, and then computing individuals' mean responses to the three publicity questions. The figure below displays your unit's combined average on these questions by demographic subgroups, with higher scores reflecting more favorable perceptions of *Publicity of SAPR Information*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 10. Respondents' Perceptions of Publicity of SAPR Information by Demographic Subgroups

Subgroup	Score
Men	2.85
Women	0.00
Jr. Enlisted	2.86
Sr. Enlisted	3.15
Jr. Officer	2.64
Sr. Officer	0.00
Jr. Civilian	0.00
Sr. Civilian	0.00
Organization	2.84
Service	3.04
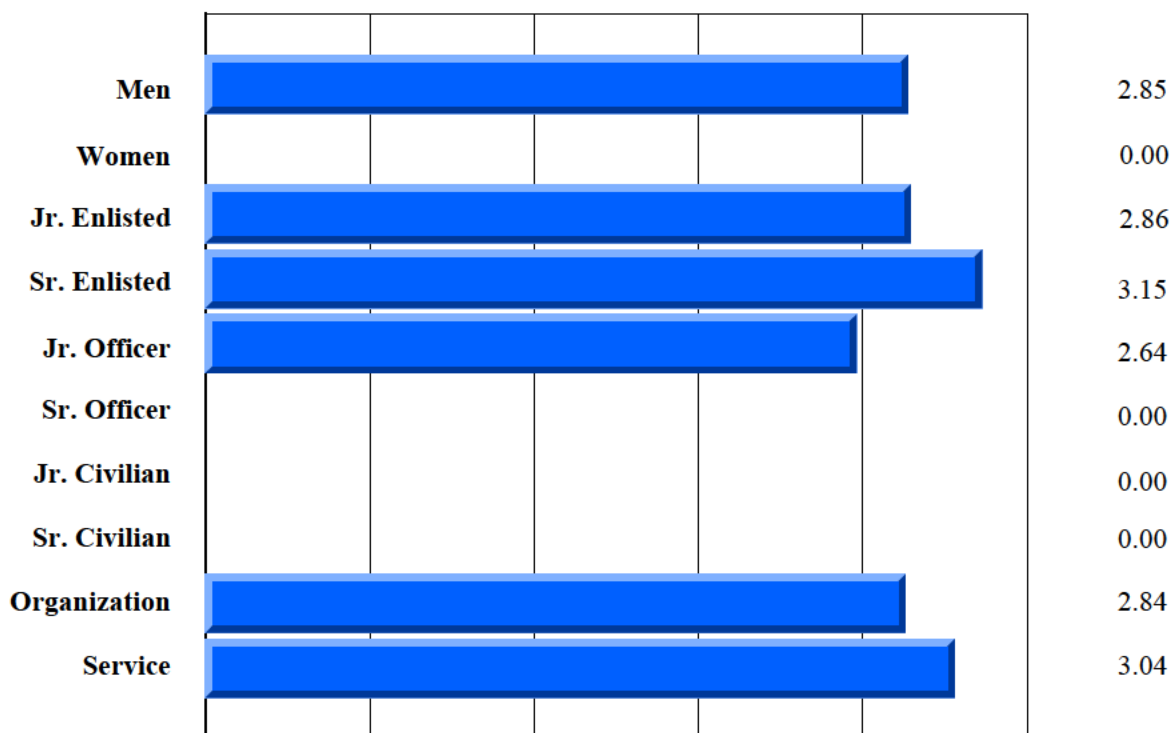
Recommendations:

The *Publicity of SAPR Information* index can provide insight about the availability of SAPR-related information and resources. Publically discussing issues surrounding sexual assault and displaying SAPR resources is an important step in decreasing the stigma associated with this crime. Communicating openly with members of your organization about sexual assault will also help to raise awareness of the issue. Use the results as a guide for developing a plan of action for leadership within your unit to increase the availability of these resources and information. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Publicize SAPR information to prevent sexual assaults in your unit:

  o Empower your command team to publically display SAPR information by guiding them to resources that they can utilize (see Additional Resources section below).
  o Integrate SAPR messaging into existing communication plans and publications (e.g., town halls, all hands, commander's call, newsletter, etc.).
  o Feature sexual assault related resources in unit common areas. Publicize the DoD sexual assault hotline (www.safehelpline.org) as an anonymous, free, and available worldwide 24 hours a day resource.
  o Disseminate policy letters against sexism, sexual harassment, and sexual assault.

- Publicize SAPR information in response to a sexual assault allegation made in your unit:

  o Take the opportunity to discuss the SAPR program, the support resources available to both victims and accused members, and prevention topics.
  o Actively discourage rumors and speculation about the allegation.
  o Consider appropriate releases of information to keep unit members informed and derail rumors. The release must consider the privacy of the victim, the accused, and the sensitivity of the matters involved. Work with your local criminal investigators and staff judge advocate to determine what can be said, when it is released, and how to communicate such information.
  o To the extent legally permissible, discuss the outcomes and disciplinary actions, if any, of sexual assault allegations.
  o When all personnel are held appropriately accountable for their behavior, the unit climate of trust and safety is enhanced and personnel may feel safer coming forward with issues or incident reports. An example of a practice that promotes accountability includes: Publicizing the punishments for misconduct or criminal offenses consistent with law and Department of Defense regulations (Excerpted from the 2014-2016 DoD Sexual Assault Prevention Strategy, Section 5).

Additional Resources:

Nationally, Sexual Assault Awareness Month (SAAM) occurs in April and commits to raising awareness and promoting the prevention of sexual violence through use of special events and public education. SAAM provides commands/installations an annual opportunity to highlight DoD and Service policies addressing sexual assault prevention and response. Visit www.sapr.mil for Sexual Assault Awareness Month Campaign materials.

Stay up-to-date on SAPR policies by visiting www.sapr.mil and sign up to receive the SAPRO's quarterly newsletter (SAPR Source).

Visit www.safehelpline.org for outreach materials.

Visit www.deomi.org for sexual assault awareness observance posters.

Unit Reporting Climate

Unit Reporting Climate measures the extent to which members perceive that the chain of command would take appropriate actions to address an Unrestricted Report of sexual assault and that there would be minimal retaliation if a sexual assault was reported. Ten questions measure *Unit Reporting Climate*, where respondents may select *not at all likely, slightly likely, moderately likely,* or *very likely*.

Table 7 below displays the percentage of individuals who perceive a favorable *Unit Reporting Climate*, meaning that they perceive individuals within the unit (chain of command or members) are *moderately likely* or *very likely* to engage in the positive *Unit Reporting Climate* behavior. The table also displays the percentage of individuals who perceive an unfavorable *Unit Reporting Climate*, meaning that they believe the individuals within the unit are *slightly likely* or *not at all likely* to engage in the positive *Unit Reporting Climate* behavior. Within this scale, there are three questions that ask about the extent of negative behavior and are therefore reverse scored to remain consistent with a higher score being more favorable (indicated with an asterisk).

Table 7. Respondents' Perceptions of Unit Reporting Climate

If someone were to report a sexual assault to your current chain of command, how likely is it that:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
The chain of command would take the report seriously.	88	91.67	8	8.33	96	100.00
The chain of command would keep knowledge of the report limited to those with a need to know.	79	82.29	17	17.71	96	100.00
The chain of command would forward the report outside the unit to criminal investigators.	83	86.46	13	13.54	96	100.00
The chain of command would take steps to protect the safety of the person making the report.	80	83.33	16	16.67	96	100.00
The chain of command would support the person making the report.	81	84.38	15	15.63	96	100.00
The chain of command would take corrective action to address factors that may have led to the sexual assault.	82	85.42	14	14.58	96	100.00

Unit members would label the person making the report a troublemaker (*).	59	61.46	37	38.54	96	100.00
Unit members would support the person making the report.	79	82.29	17	17.71	96	100.00
The offender(s) or their associates would retaliate against the person making the report (*).	62	64.58	34	35.42	96	100.00
The career of the person making the report would suffer (*).	66	68.75	30	31.25	96	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 11 provides the results of the _Unit Reporting Climate_ index by demographic subgroups, with higher scores indicating more favorable responses. The _Unit Reporting Climate_ index is calculated by first assigning numerical values to each anchor, where "1" equals _not at all likely_, "2" equals _slightly likely_, "3" equals _moderately likely_, and "4" equals _very likely_, and then computing individuals' mean responses to the 10 _Unit Reporting Climate_ questions. The figure below displays your unit's combined average on these questions by demographic subgroups, with higher scores reflecting a more favorable _Unit Reporting Climate_. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 11. Respondents' Perceptions of Unit Reporting Climate by Demographic Subgroups

Subgroup	Score
Men	3.20
Women	0.00
Jr. Enlisted	3.15
Sr. Enlisted	3.57
Jr. Officer	3.10
Sr. Officer	0.00
Jr. Civilian	0.00
Sr. Civilian	0.00
Organization	3.18
Service	3.54
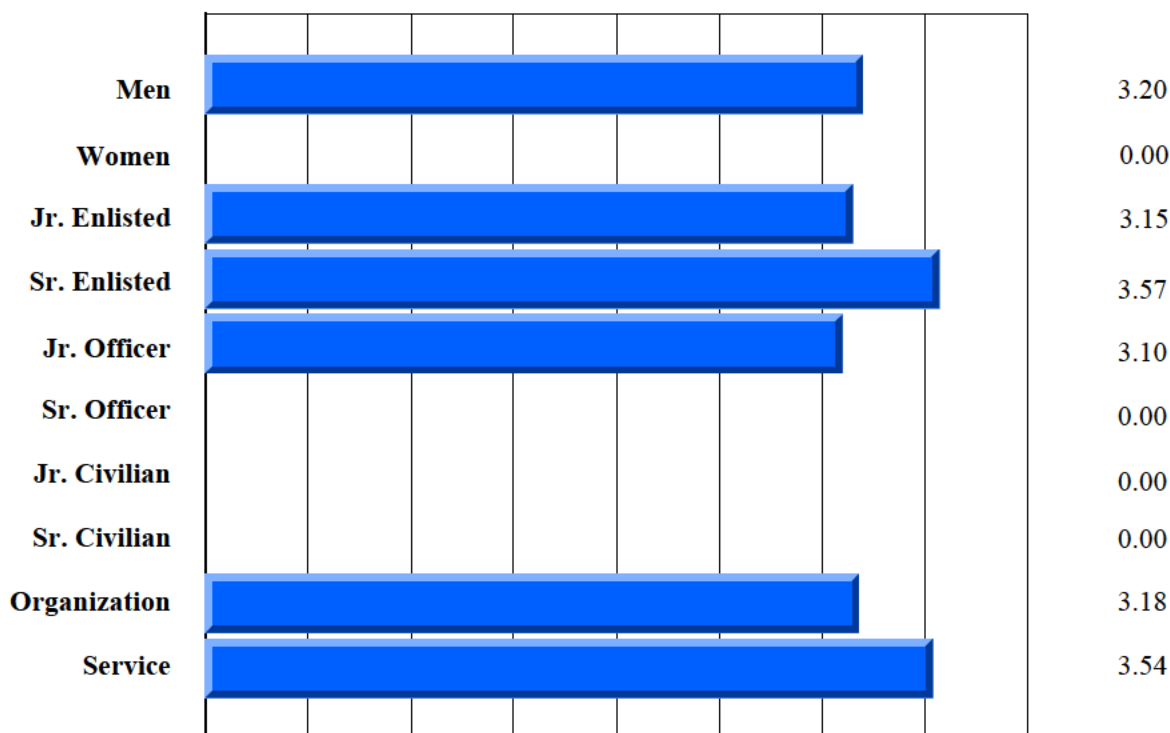
Recommendations:

The *Unit Reporting Climate* index can provide insight into how members perceive a report of sexual assault would be handled by the chain of command and unit members. These perceptions are important as they will likely influence members' willingness to report a sexual assault. Use the favorable and unfavorable ratings on the survey items as a guide for developing a plan of action for leadership within your unit to improve *Unit Reporting Climate* perceptions. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Optimize *Unit Reporting Climate* to prevent sexual assault in your unit:

  o Encourage your command team to take action on those items that receive a less favorable rating. For instance, if unit members perceive that the chain of command does not take sexual assault reports seriously, follow up with unit leaders to ensure that this responsibility is not taken lightly. Service members perceive that sexual assault reports are not taken seriously when allegations are ignored, leadership at any level encourages victims to drop their report, and victims are scrutinized and blamed for getting victimized.

  o Ensure DoD and Service requirements are met with regard to case progress and updates to victims. DoD Instruction 6495.02 requires the establishment of a multi-disciplinary case management group (CMG), co-chaired by the Deputy Installation Commander and the SARC. While each Service may refer to this group by a different name (i.e., Sexual Assault Review Board, etc.), the CMG should meet monthly to review individual cases, improve reporting, facilitate monthly victim updates, and to discuss process improvements to ensure system accountability and victim access to quality services. As a commander, you must attend the monthly CMG until final disposition has been taken in the case. You are also responsible for providing monthly updates to victims of sexual assault on their case.

- Maintain a favorable *Unit Reporting Climate* in response to a sexual assault allegation made in your unit:

  o All sexual assault allegations that come to the chain of command's attention must be referred to a military criminal investigative organization (CID, NCIS or AFOSI). Commanders may not conduct their own internal or preliminary investigation (e.g., commander's inquiry, "15-6 investigations", etc.). Once the investigation is complete, you or a more senior commander must review the criminal investigation, evaluate the evidence with the assistance of a judge advocate, and determine any appropriate disciplinary action to be taken. If the victim and the accused are both within your unit, it is important that you should remain objective (fair and impartial) and take appropriate action based on the evidence.

  o Discourage members from participating in "barracks gossip" or grapevine speculation about the case or investigation. Remind everyone to wait until all the facts are known and final disposition of the allegation has occurred before reaching conclusions. While victims must see their allegations are taken seriously, the alleged offender is presumed innocent until proven guilty. Remind members that discussion of a possible sexual assault incident might compromise an ongoing investigation.

  o Emphasize the importance of balance in the justice system. "Choosing sides" is never fair to the parties involved, and can rip a unit apart. Supporting the victim and the accused through the military justice process does not require anyone to take a side. Rather, as a commander, you have a duty to ensure both parties (if both are under your command) are connected with appropriate services and support.

o Advise those who may have knowledge of the events leading up to or surrounding the incident to fully cooperate with any investigation involved.

o Consider some form of targeted unit refresher training; or have an outside expert address the unit regarding preventive measures, as well as some of the emotional or psychological feelings that may manifest themselves, affect the unit, and require the unit's response during the course of the investigation. It is important that unit members not see "refresher training" as a group punishment because someone reported a sexual assault. Rather, small group discussions led by knowledgeable leaders are often the most helpful.

o Continuously monitor the unit's overall climate to ensure neither the victim and/or the alleged offender is being ostracized. Prevent organizational splintering by communicating your expectations with first-line supervisors; encourage supervisors to stop rumors, monitor the formation of cliques, and communicate observed ostracism upwards. Keep in mind that sexual assault is not solely an individual-level issue; it requires a sustained systemic response because it is influenced by a wide-range of individual-, organizational-, and societal-level variables.

o Make victims aware of the option to request an expedited temporary or permanent transfer from their assigned command or base, or to a different location within their assigned command or base. Also keep in mind that alleged offenders may alternatively be moved.

Perceived Barriers to Reporting Sexual Assault

Perceived Barriers to Reporting Sexual Assault refers to the frequency of barriers to reporting sexual assault individuals perceive within their unit/organization. Members are asked to select all that may apply from eight potential barriers, along with two additional options: "Another reason other than what is provided above" and "There are no barriers that would prevent victims from reporting a sexual assault."

The table below displays the percentage of members who perceive each barrier to reporting sexual assault.

Table 8. Respondents' Perceived Barriers to Reporting Sexual Assault

In your current unit/organization, which of the following would be the most likely reasons why a victim of sexual assault would not report the incident?	Selected		Not Selected		Total	
	Number	Percent	Number	Percent	Number	Percent
Negative impact to career or progress.	41	42.27	56	57.73	97	100.00
Loss of privacy/confidentiality.	35	36.08	62	63.92	97	100.00
Fear of professional retaliation for making the report.	41	42.27	56	57.73	97	100.00
Fear of social retaliation for making the report.	50	51.55	47	48.45	97	100.00
Lack of confidence in the military justice system.	32	32.99	65	67.01	97	100.00
Lack of confidence in the chain of command.	47	48.45	50	51.55	97	100.00
Takes too much time and effort to report.	19	19.59	78	80.41	97	100.00
Not knowing how to make a sexual assault report.	10	10.31	87	89.69	97	100.00
Another reason other than what is provided above.	11	11.34	86	88.66	97	100.00
There are no barriers that would prevent victims from reporting a sexual assault.	16	16.49	81	83.51	97	100.00

The figures on the following pages provide results of the *Perceived Barriers to Reporting Sexual Assault* questions by demographic subgroups. The figures display the percentage of members that perceive zero barriers to reporting sexual assault (Figure 12), one to two barriers to reporting sexual assault (Figure 13), and three or more barriers to reporting sexual assault (Figure 14) by demographic subgroups. Taken together, these three figures represent the total group members who responded to the survey. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 12. Percentage of Respondents who Perceived Zero Barriers to Reporting Sexual Assault by Demographic Subgroups

Subgroup	Percentage
Men	16.30%
Women	0.00 %
Jr. Enlisted	18.31%
Sr. Enlisted	33.33%
Jr. Officer	0.00 %
Sr. Officer	0.00%
Jr. Civilian	0.00 %
Sr. Civilian	0.00 %
Organization	17.53 %
Service	38.05 %
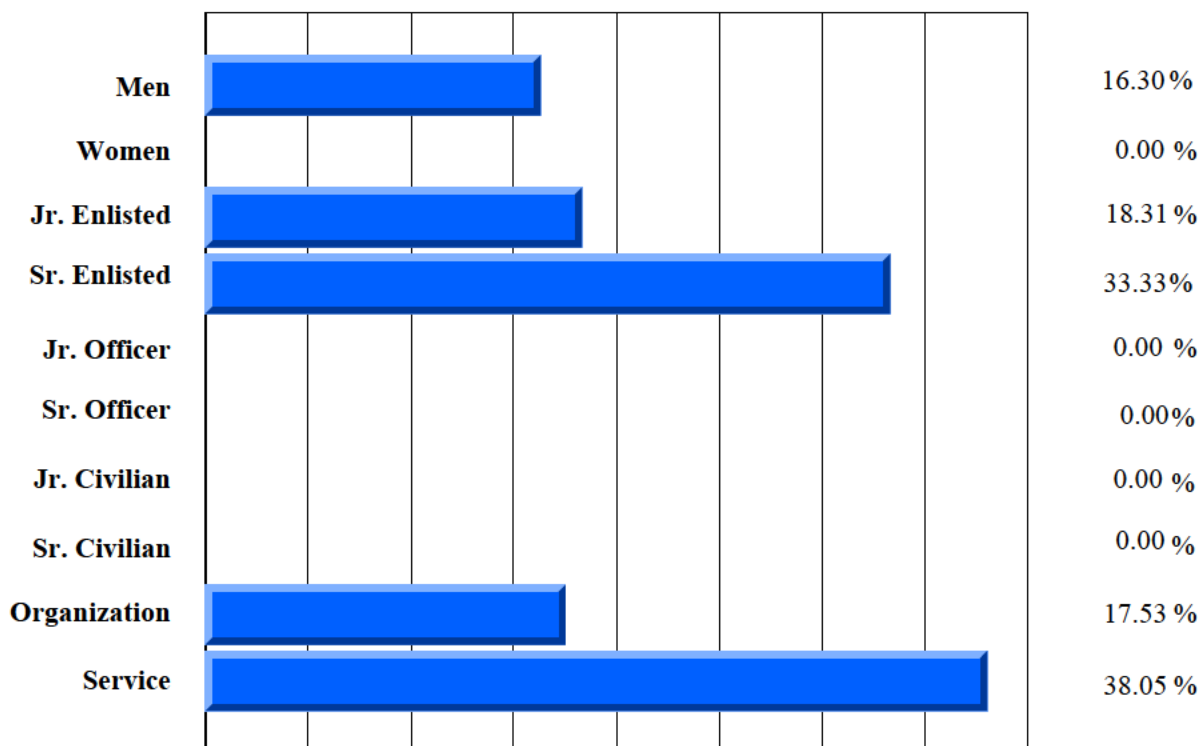
Figure 13. Percentage of Respondents who Perceived One to Two Barriers to Reporting Sexual Assault by Demographic Subgroups

Subgroup	Percentage
Men	28.26 %
Women	0.00 %
Jr. Enlisted	25.35 %
Sr. Enlisted	22.22 %
Jr. Officer	46.67 %
Sr. Officer	0.00 %
Jr. Civilian	0.00 %
Sr. Civilian	0.00 %
Organization	27.84 %
Service	30.12 %

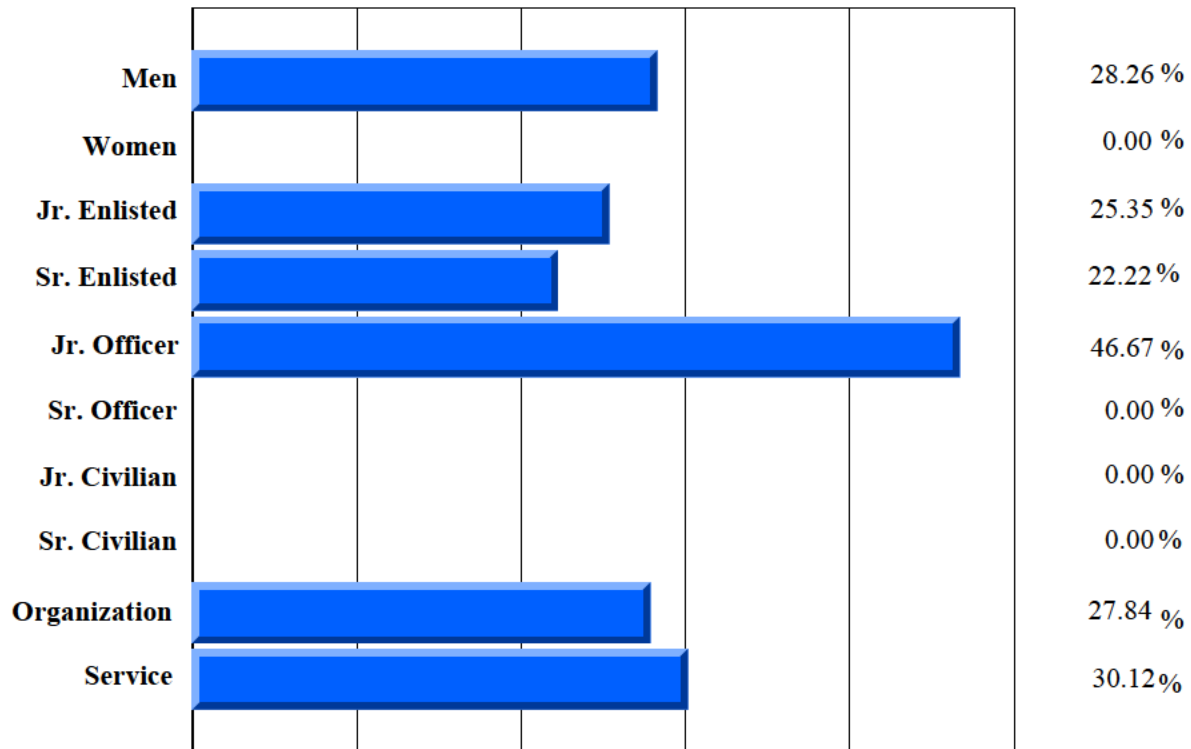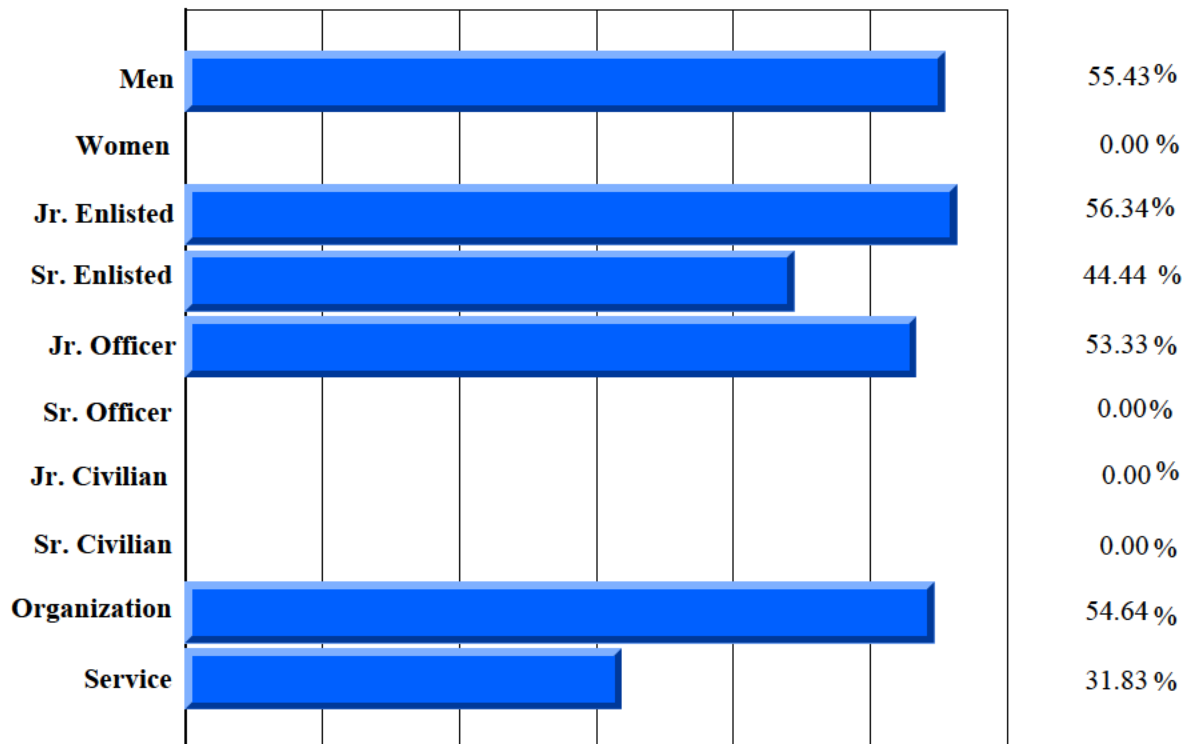**Figure 14. Percentage of Respondents who Perceived Three or More Barriers to Reporting Sexual Assault by Demographic Subgroups**

Subgroup	Percentage
Men	55.43 %
Women	0.00 %
Jr. Enlisted	56.34 %
Sr. Enlisted	44.44 %
Jr. Officer	53.33 %
Sr. Officer	0.00 %
Jr. Civilian	0.00 %
Sr. Civilian	0.00 %
Organization	54.64 %
Service	31.83 %

Recommendations:

Due to the nature of sexual assault crimes, victims often do not feel comfortable reporting or talking about their experience. There are steps leadership can take to reduce or eliminate these barriers which would increase the likelihood of a sexual assault being reported. The *Perceived Barriers to Reporting Sexual Assault* question can provide insight into why members within your organization may not feel comfortable reporting a sexual assault. Use these results as a guide to help develop a plan of action to eliminate perceived barriers within your organization. Compare the percentage of perceived barriers within your organization to the results of your respective service. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to eliminate perceived barriers to reporting sexual assault. While you may never be able to eliminate all barriers to reporting, your work to address these concerns sends a powerful, positive message to victims.

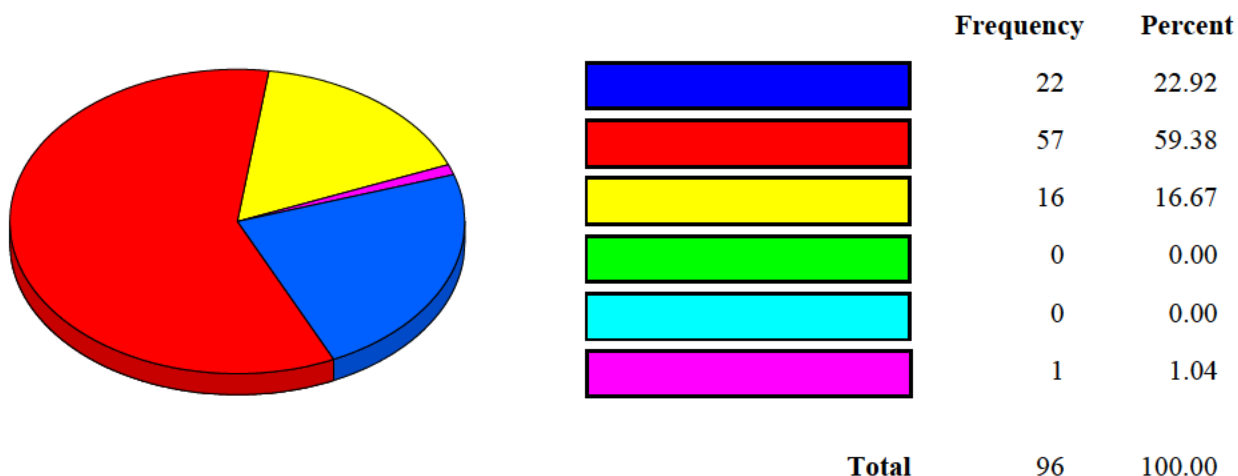Here are additional recommendations and information to consider when developing your plan of action:

· Motivate and empower your command team to take action on barriers that are frequently perceived. Have a frank discussion with members regarding these barriers and be open to members' suggestions for improvement. Take steps to clarify misperceptions and reduce concerns by demonstrating effort towards eliminating that barrier. For example, if members perceive "negative impact to career or progress" to be a barrier to reporting sexual assault within your unit, ask members why this perception exists. Inquire further about this perception and communicate procedures in place to safeguard against negative impact on career. Follow through by addressing this with your CMG to ensure members' careers and progression are not, in fact, affected by reporting a sexual assault.
· As a commander, you must carefully communicate two messages. First, sexual assault is a crime and has no place in your unit. Second, if sexual assault does occur, encourage victims to pick one of the two reporting options and seek assistance. Keep in mind that these messages must be balanced.
· Avoid statements like "zero tolerance" on an individual unit level. While this sounds effective, it actually sends a message to victims that you do not want them to come forward to report: No member wants to be the one to tell their commander that the number of known sexual assaults in the unit is no longer "zero."
· Ensure victims feel comfortable coming forward to report sexual assaults by encouraging them to do so to the Sexual Assault Response Coordinator (SARC). Stress to your members that you do not have access to identifying information about victims making Restricted Reports; this will build members' trust in your unit's SARC and Victim Advocate (VA).
· As a commander, you can strengthen member's trust in the reporting process by recommending the most qualified and trained professional to serve in critical advocacy positions.

Unit Prevention Climate (Bystander Intervention)

Unit Prevention Climate, also known as *Bystander Intervention Climate*, refers to individuals' intentions to act if they were to observe a situation that may lead to a sexual assault. *Unit Prevention Climate* is measured with two questions; one item is situation based and asks respondents to indicate which *action* they would take if in a given situation. One item presents respondents with a scenario and asks at *which point they would most likely intervene* if they witnessed the escalating situation. A summary of the responses collected within your organization are displayed in Figure 15 through Figure 17.

Figure 15. Responses to Bystander Intervention *Action* Question

Suppose you see someone secretly putting something in another person's drink. You're unsure what it was. Which of the following are you <u>most likely</u> to do in this kind of situation?

	Frequency	Percent
(blue)	22	22.92
(red)	57	59.38
(yellow)	16	16.67
(green)	0	0.00
(cyan)	0	0.00
(magenta)	1	1.04
Total	96	100.00

Confront the person.

Tell the drink owner what you saw.

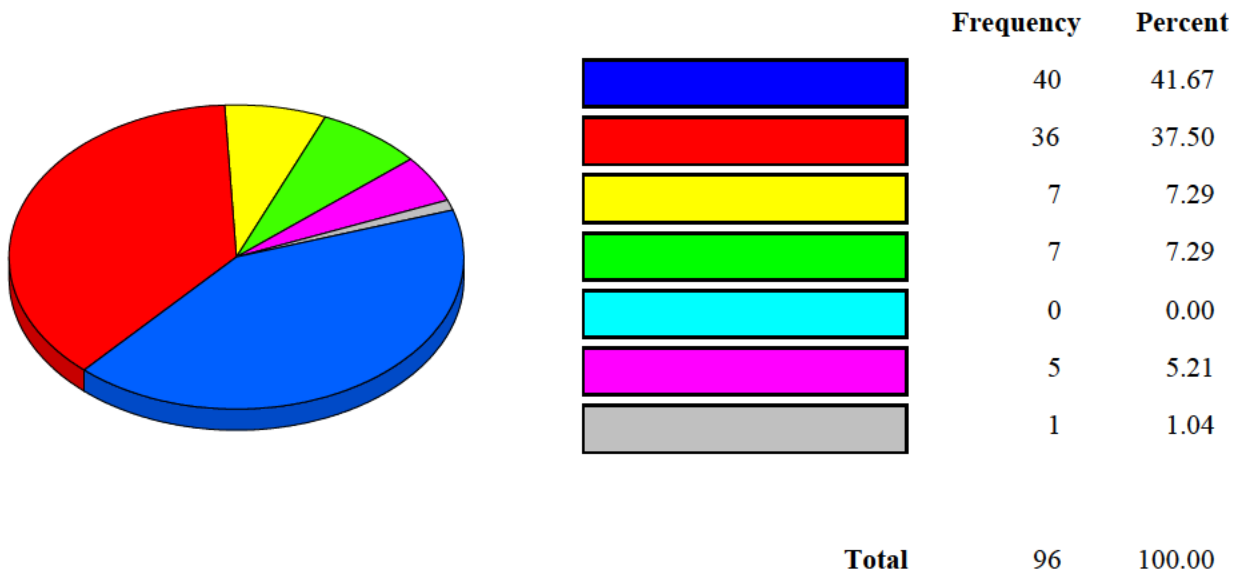Seek assistance from someone to help deal with the situation.

Watch the situation to see if it escalates.

Leave to avoid any kind of trouble.

Nothing.

Figure 16. Responses to Bystander Intervention *Point of Intervention* Question

Imagine you go to a bar with a group of people whom you just met. What is the __earliest point__ at which you would intervene in the following escalating situation? (Select one)

	Frequency	Percent
(blue)	40	41.67
(red)	36	37.50
(yellow)	7	7.29
(green)	7	7.29
(cyan)	0	0.00
(magenta)	5	5.21
(grey)	1	1.04
Total	96	100.00

A senior leader buys a drink for a person in the group and tells him/her a drink cannot be refused, as doing so would go against tradition.

The senior leader buys a second and third drink for the same person despite his/her repeated objections.

The person appears intoxicated and disoriented, and continues to be the senior leader's main focus of attention.

The senior leader repeatedly hugs the person, rubs his/her shoulders, and offers to walk him/her back to quarters.

You see the senior leader quietly escorting the intoxicated person out of the bar.
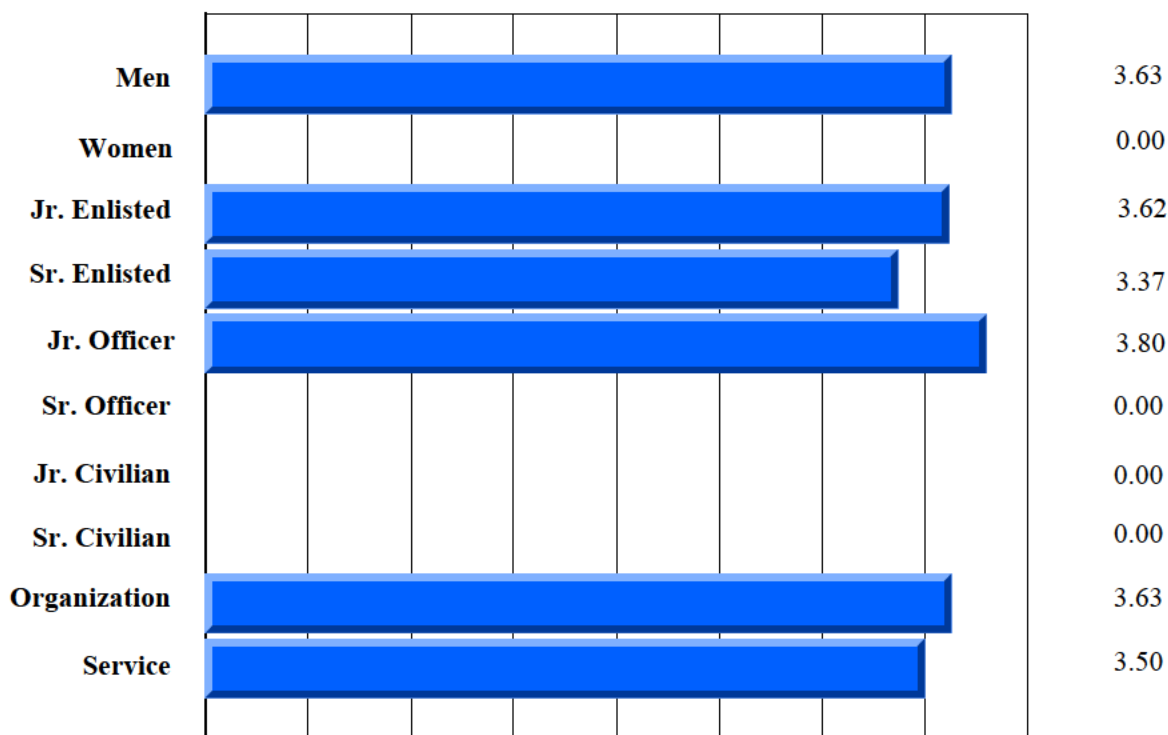
As they leave, the person resists the senior leader and says, "No."

In this scenario, I would not intervene at any point.

Analyzing Responses based on Demographic Subgroups:

The *Unit Prevention Climate* index is the numeric composite of the two bystander intervention climate questions. Figure 17 provides the results of the *Unit Prevention Climate* index by demographic subgroups, with higher scores indicating more favorable responses. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 17. Unit Prevention Climate Index by Demographic Subgroups

| Subgroup	Value
Men	3.63
Women	0.00
Jr. Enlisted	3.62
Sr. Enlisted	3.37
Jr. Officer	3.80
Sr. Officer	0.00
Jr. Civilian	0.00
Sr. Civilian	0.00
Organization	3.63
Service	3.50

Prevalence of Respondents Observing High Risk Situations and Responses

Respondents were asked if they have observed a situation they believed could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 18.

Figure 18. Percentage of Respondents who Observed a High Risk Situation

In the past 12 months, I observed a situation that I believe was, or could have led to, a sexual assault.

	Frequency	Percent
Yes	14	14.58
No	82	85.42
Total	96	100.00
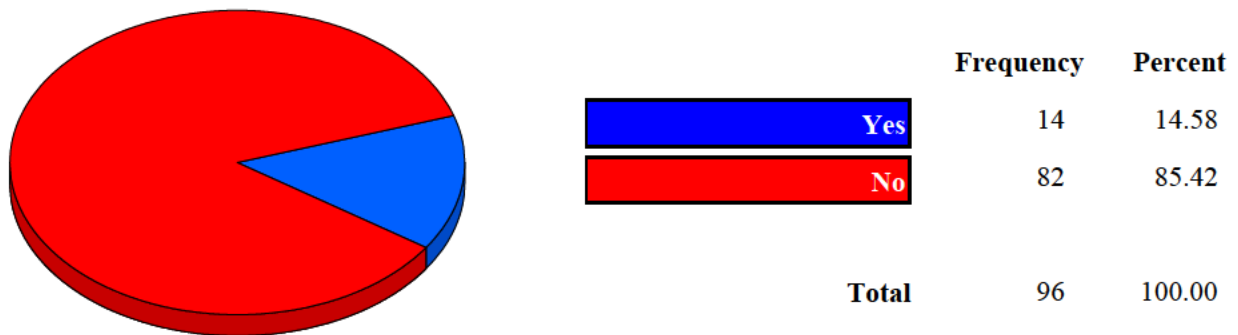
If respondents answered "yes" to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Figure 19 displays the responses of those who completed the question across your organization.

Figure 19. Respondents' Reported Actions Taken Following High Risk Situation

If yes, in response to this situation, select the response that most closely resembles your actions:

	Frequency	Percent
(blue)	4	28.57
(red)	2	14.29
(yellow)	3	21.43
(green)	2	14.29
(cyan)	2	14.29
(magenta)	1	7.14
(gray)	0	0.00
(dark green)	0	0.00
Total	**14**	**100.00**
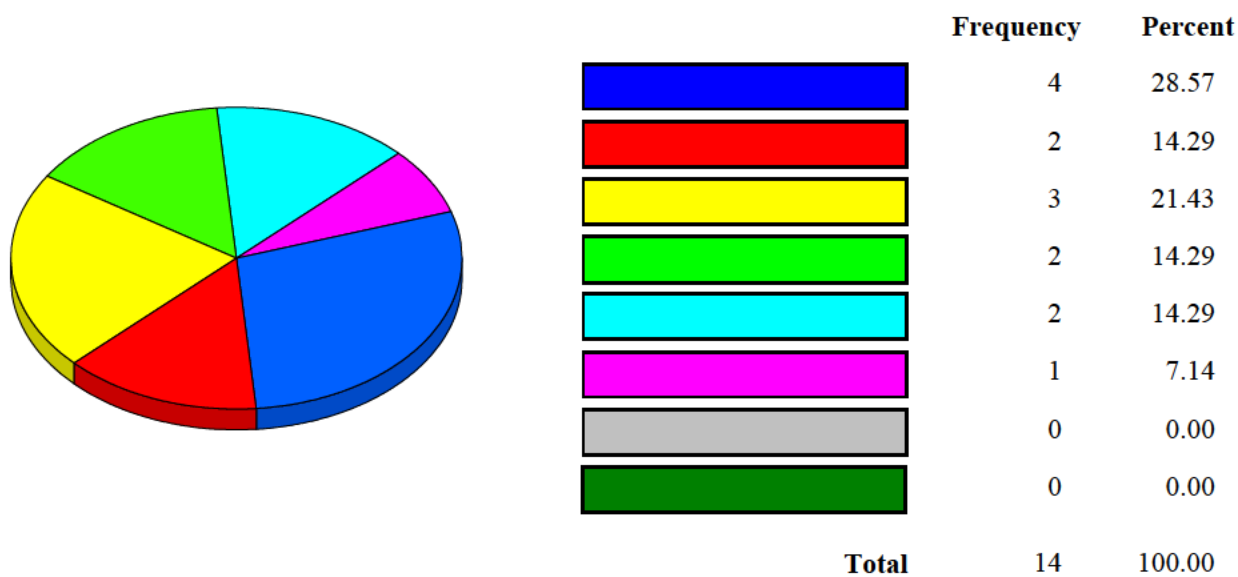
I stepped in and separated the people involved in the situation.

I asked the person who appeared to be at risk if they needed help.

I confronted the person who appeared to be causing the situation.

I created a distraction to cause one or more of the people to disengage from the situation.

I asked others to step in as a group and diffuse the situation.

I told someone in a position of authority about the situation.

I considered intervening in the situation, but I could not safely take any action.

I decided to not take action.

Recommendations:

The *Unit Prevention Climate* index can provide insight into members' intentions to act if they observe a situation that may lead to a sexual assault. Use these results as a guide to help develop a plan of action to increase bystander intervention within your organization. Look at the frequency of responses to the hypothetical scenario questions and the prevalence of respondents observing a high risk situation question to gain an understanding of how respondents within your organization plan to intervene as well as how they have intervened in the past. Set the expectation that your people must look out for each other, both on and off the battlefield. Encourage safely stepping in to de-escalate the situation when someone looks to be at risk for sexual assault or about to perpetrate a crime. Employ training that relies on scenarios to demonstrate application of bystander prevention concepts and drive small group discussions.

Use *Unit Prevention Climate* index displayed by demographic subgroups to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic subgroups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to increase bystander intervention within your organization.

Here are additional recommendations and information to consider when developing your plan of action:

- Promote bystander intervention by "practicing what you preach." Be an active bystander by calling out sexist remarks and sexually harassing behaviors if they are observed. When appropriate, demonstrate acceptable alternative behaviors as part of the corrective process. This will help provide the motivation and confidence necessary for members within your organization to act.
- It takes some practice and courage to intervene and discourage or stop unacceptable behavior. Teach bystander intervention strategies to motivate and empower your people to watch for questionable behavior or risky choices, take safe action to de-escalate situations, and help ensure personal safety. One approach involves emphasizing the "ABCs" of Bystander Intervention:

  o **A**ssess for safety. Ensure that all parties are safe, and whether the situation requires calling authorities. When deciding to intervene, your personal safety should be the #1 priority. When in doubt, call for help.
  o **B**e with others. If it is safe to intervene, you are likely to have a greater influence on the parties involved when you work together with someone or several people. Your safety is increased when you stay with a group of friends that you know well.
  o **C**are for the person. Ask if the target of the unwanted sexual advance, attention, or behavior is okay. Does he or she need medical care? Does he or she want to talk to a Victim Advocate about reporting the matter? Ask if someone they trust can help them get home safely.

- Encourage your members to be receptive to messages from others indicating their behavior is not acceptable.
- Recognizing the rewarding positive personnel behavior can also be an effective strategy to increase and reinforce appropriate bystander behavior.

Additional Resources:

Visit www.sapr.mil for Active Bystander Training material.

Restricted Reporting Knowledge

Knowledge of the Restricted Reporting option is assessed with one question. The item reads, "All of the following people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report." The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel (see footnote below table) <u>can</u> take a Restricted Report. "Anyone in my chain of command" and "Criminal investigator and Military Police Officer" are incorrect answers. These persons <u>cannot</u> take a Restricted Report. Table 9 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

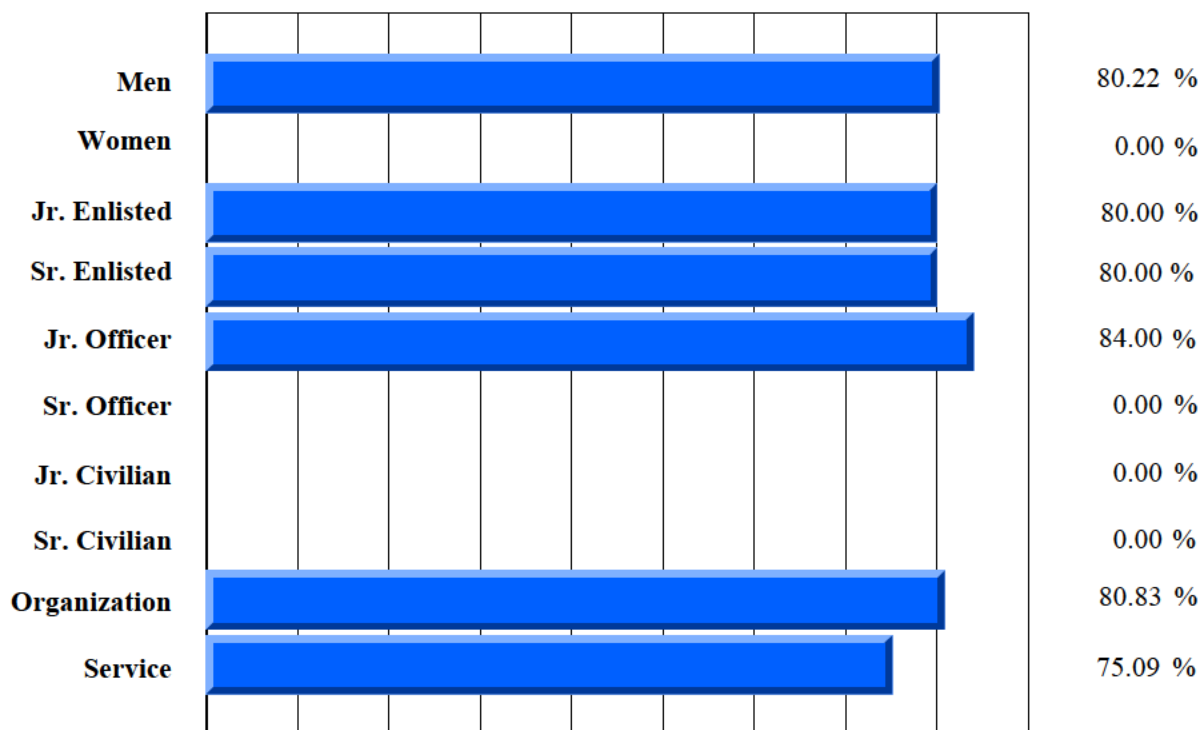## Table 9. Respondents' Restricted Reporting Knowledge

Identify which of following types of people can and cannot take a Restricted Report:	Correct		Incorrect		Total	
	Number	Percent	Number	Percent	Number	Percent
Sexual Assault Response Coordinator	81	85.26	14	14.74	95	100.00
Victim Advocate	75	78.95	20	21.05	95	100.00
Military Service Healthcare Personnel	75	78.95	20	21.05	95	100.00
Anyone in my chain of command	87	91.58	8	8.42	95	100.00
Criminal investigator and Military Police Officer	70	73.68	25	26.32	95	100.00

Footnote: Laws vary from state to state regarding the authority of Military Service Healthcare Personnel to receive Restricted Reports. Therefore, the response options for "Military Service Healthcare Personnel" reads "Yes, can take a Restricted Report (assuming state law permits)" and "No, cannot take a Restricted Report in any state." Please check with your local Sexual Assault Response Coordinator for more information on local state laws to verify if sexual assault victims who seek medical care or sexual assault forensic exams can make a Restricted Report to health care providers.

Analyzing Responses based on Demographic Subgroups:

Figure 20 displays the average percentage of members who responded correctly, displayed by demographic subgroup, on the *Restricted Reporting Knowledge* question. The question is scored by averaging the percentage correct across the five response options of the types of people who can and cannot take a Restricted Report. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 20. Respondents' Restricted Reporting Knowledge by Demographic Subgroups

Subgroup	Percentage
Men	80.22 %
Women	0.00 %
Jr. Enlisted	80.00 %
Sr. Enlisted	80.00 %
Jr. Officer	84.00 %
Sr. Officer	0.00 %
Jr. Civilian	0.00 %
Sr. Civilian	0.00 %
Organization	80.83 %
Service	75.09 %

Recommendations:

The Department of Defense is committed to ensuring victims of sexual assault are protected; treated with dignity and respect; and provided support, advocacy, and care. The DoD also strongly supports applicable law enforcement and criminal justice procedures that enable persons to be held accountable for sexual assault offenses and criminal dispositions, as appropriate. To achieve these dual objectives, the Department's preference is for complete Unrestricted Reporting of sexual assaults to allow for the provision of victims' services and to pursue accountability. However, Unrestricted Reporting may represent a barrier for victims to access services, when the victim desires no command or law enforcement involvement. Consequently, the DoD recognizes a fundamental need to provide a confidential disclosure vehicle via the Restricted Reporting option.

A Restricted Report allows victims to experience the services and support available to them and receive information about the investigative and military justice process in a means that preserves their confidentiality. Every year, a percentage of victims convert from a Restricted Report to an Unrestricted Report to participate in the justice process. As a result, the Department makes available the Restricted Reporting as a means for victims to become knowledgeable about their legal options. As of January 2014, all Services have specially-trained attorneys to represent victims of sexual assault, regardless of which reporting option is selected. This ability to confer confidentially with an attorney about their case may also encourage more victims to participate in the military justice system.

The *Restricted Reporting Knowledge* score can provide insight into members' knowledge of the reporting options of sexual assault. Use the correct and incorrect responses as a guide for developing a plan of action to increase awareness and knowledge of the reporting options. Use the responses displayed by demographic subgroup to identify any differences between groups. Use this information to enhance the education and training of your personnel.

Here are additional recommendations and information to consider when developing your plan of action:

- Periodically take the opportunity to remind everyone of how to make an Unrestricted or Restricted Report. Be sure to include how to contact the Sexual Assault Response Coordinator (SARC) and Victim Advocate (VA) that service your unit or the installation.
- Emphasize that command has a legal responsibility to follow up on all allegations of sexual assault. Individuals desiring a Restricted Report should contact a SARC, VA, or medical/mental health care provider.
- Publicize that victims of sexual assault may now have an attorney represent them during the military justice process. These attorneys are assigned at the victim's request, regardless of whether a victim makes either a Restricted or Unrestricted Report. SARCs connect victims with these specialized attorneys.
- Training is an important element in sexual assault prevention and response. Provide annual training and encourage members to take this training seriously. A short slide-based training once a year is NOT sufficient to make a lasting impression on your personnel - mostly because none of them expect to become a victim of sexual assault. Contact your servicing SARC for more meaningful and impactful training formats and opportunities.
- Incorporate specific sexual assault prevention and response monitoring, measures and education into normal command training, readiness, and safety forums (e.g., quarterly training guidance, unit status reports, and safety briefings).
- Discuss your unit's DEOCS results with your installation's SARC and request that he/she conduct additional training or speak at commanders' calls.

Additional Resources:

Visit www.sapr.mil for SAPR training material, webcasts, research, DoD regulations and policies, and more.

V. CLIMATE FACTOR SUBGROUP COMPARISONS

Sexual Assault Prevention and Response Climate Overview

The following chart provides a demographic summary of the **SAPR Climate variables**. Results display *above average*, *average*, and *below average* using a green, blue, and red coding scheme, respectively. *Above average* indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. *Average* indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. *Below average* indicates that the perceptions of your members are markedly less favorable than those held across your Service. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup; this helps maintain respondent anonymity.

	Perceptions of Safety	Chain of Command Support	Publicity of SAPR Information	Unit Reporting Climate	Zero Perceived Barriers to Reporting	Unit Prevention Climate	Restricted Reporting Knowledge
Minority	3.57	3.04	3.03	3.29	14.71	3.41	75.29
Majority	3.53	2.85	2.65	3.06	21.05	3.77	86.84
Women	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Men	3.51	2.95	2.85	3.20	16.30	3.63	80.22
Officer	3.59	2.75	2.60	3.09	0.00	3.81	85.00
Enlisted	3.49	2.97	2.89	3.20	20.00	3.59	80.00
Junior Enlisted	3.46	2.93	2.86	3.15	18.31	3.62	80.00
Senior Enlisted	3.78	3.27	3.15	3.57	33.33	3.37	80.00
Junior Officer	3.60	2.74	2.64	3.10	0.00	3.80	84.00
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Military	3.51	2.93	2.84	3.18	16.67	3.63	80.83
Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Red = Below Service Average	Blue = Near Service Average	Green = Above Service Average

Organizational Effectiveness Factors

The following chart provides a demographic summary of the **Organizational Effectiveness Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average:* similar to those of your Service's average; *Below Service Average* appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	Org Commit	Trust in Leader	Org Perform	Org Cohesion	Leader Cohesion	Job Satisfact	Org Process	Diversity Mgt	Help Seeking	Exhaust
Minority	2.12	2.03	2.31	2.34	2.15	2.46	2.42	2.35	2.64	1.88
Majority	2.07	2.05	2.44	2.46	2.05	2.26	2.47	2.47	2.74	1.65
Women	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Men	2.03	1.97	2.31	2.35	2.06	2.27	2.38	2.34	2.62	1.79
Officer	1.98	1.96	2.25	2.23	2.14	1.98	2.51	2.17	2.69	1.65
Enlisted	2.00	1.95	2.28	2.35	2.02	2.30	2.33	2.35	2.59	1.80
Junior Enlisted	1.97	1.91	2.26	2.34	2.00	2.29	2.30	2.34	2.60	1.78
Senior Enlisted	2.26	2.30	2.44	2.47	2.17	2.33	2.58	2.42	2.48	1.89
Junior Officer	2.02	1.98	2.23	2.23	2.13	1.98	2.53	2.20	2.69	1.64
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Military	2.00	1.95	2.28	2.33	2.04	2.24	2.36	2.32	2.60	1.77
Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Red = Below Service Average	Blue = Near Service Average	Green = Above Service Average

Equal Opportunity / Equal Employment Opportunity / Fair Treatment Factors

The following chart provides a demographic summary of the **EO/EEO, Fair Treatment Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average:* similar to those of your Service's average; *Below Service Average* appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	Sexist Behavior	Sexual Harass	Sex Discrim	Racist Behavior	Disabil Discrim	Racial Discrim	Age Discrim	Religious Discrim	Demean Behavior	Hazing Behavior
Minority	2.67	3.03	2.67	2.74	0.00	2.85	0.00	3.02	2.66	3.18
Majority	2.72	2.95	2.68	2.95	0.00	2.96	0.00	3.17	2.39	3.21
Women	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Men	2.74	3.03	2.67	2.84	0.00	2.87	0.00	3.05	2.54	3.17
Officer	2.50	2.81	2.42	2.79	0.00	2.63	0.00	2.73	2.44	3.40
Enlisted	2.76	3.05	2.67	2.87	0.00	2.89	0.00	3.13	2.52	3.11
Junior Enlisted	2.73	3.04	2.68	2.85	0.00	2.89	0.00	3.13	2.51	3.10
Senior Enlisted	2.96	3.07	2.56	3.00	0.00	2.85	0.00	3.11	2.59	3.19
Junior Officer	2.53	2.80	2.44	2.78	0.00	2.60	0.00	2.71	2.51	3.38
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Military	2.72	3.01	2.62	2.85	0.00	2.84	0.00	3.06	2.51	3.16
Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Red = Below Service Average	Blue = Near Service Average	Green = Above Service Average

VI. OVERALL UNIT SUMMARY

The figures below compare your organization's average for each climate factor against your Service's average. The box to the right of each figure containing your organization's average will be color-coded blue, red, or green. Blue indicates your organization's average falls within the Range of "Near Service Average" values shown below each figure. Unit averages below this range are color coded red, while averages above this range are color coded green. Service averages are recalculated on a fiscal year semi-annual basis.

Organizational Commitment

Your Unit	2.00
Your Service	2.98

Range of "Near Service" Average = 2.76 - 3.19

Trust in Leadership

Your Unit	1.95
Your Service	2.84

Range of "Near Service" Average = 2.63 - 3.10

Organizational Performance

Your Unit	2.28
Your Service	2.89

Range of "Near Service" Average = 2.70 - 3.10

Organizational Cohesion

Your Unit	2.33
Your Service	2.92

Range of "Near Service" Average = 2.73 - 3.11

Leadership Cohesion

Your Unit	2.04
Your Service	2.78

Range of "Near Service" Average = 2.55 - 3.03

Job Satisfaction
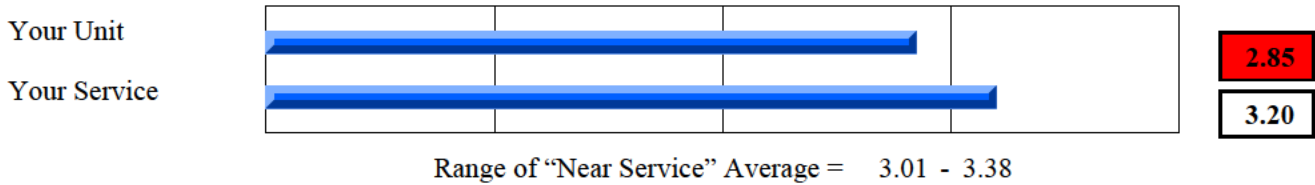
Your Unit	2.24
Your Service	2.92

Range of "Near Service" Average = 2.71 - 3.13

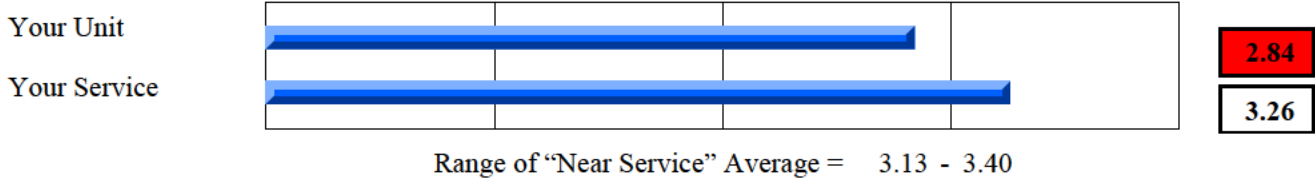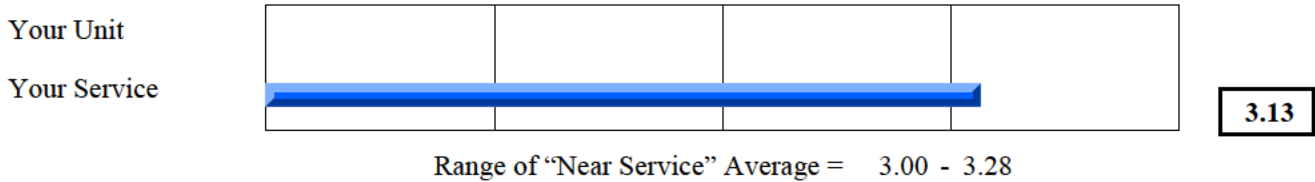| Red = Below Service Average	Blue = Near Service Average	Green = Above Service Average

Organizational Processes

Your Unit		**2.36**
Your Service		2.87

Range of "Near Service" Average = 2.68 - 3.07

Diversity Management

Your Unit		**2.32**
Your Service		2.94

Range of "Near Service" Average = 2.77 - 3.12

Help Seeking Behaviors

Your Unit		**2.60**
Your Service		3.00

Range of "Near Service" Average = 2.88 - 3.13

Exhaustion

Your Unit		**1.77**
Your Service		2.67

Range of "Near Service" Average = 2.47 - 2.89

Sexist Behaviors

Your Unit		**2.72**
Your Service		3.12

Range of "Near Service" Average = 2.94 - 3.30

Sexual Harassment

Your Unit		**3.01**
Your Service		3.25

Range of "Near Service" Average = 3.14 - 3.39

Sex Discrimination

Your Unit		**2.62**
Your Service		3.23
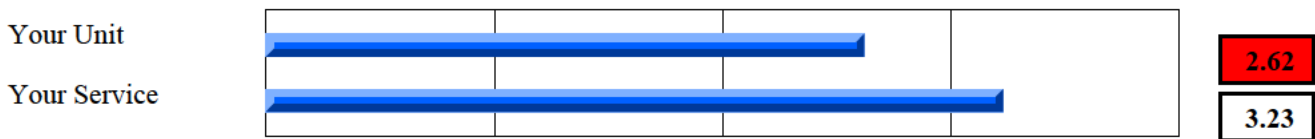
Range of "Near Service" Average = 3.08 - 3.39

Red = Below Service Average	Blue = Near Service Average	Green = Above Service Average

Racist Behaviors
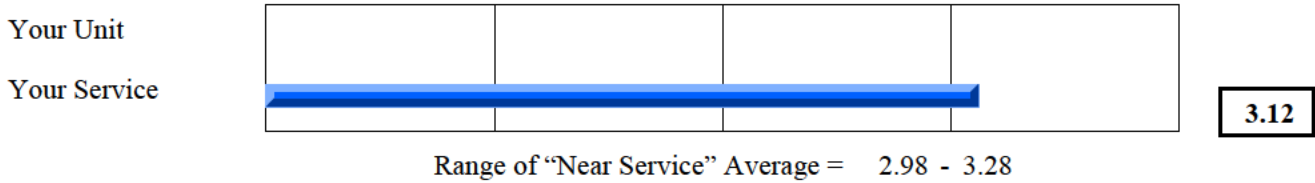
Your Unit	**2.85**
Your Service	3.20

Range of "Near Service" Average =   3.01 - 3.38

Disability Discrimination

Your Unit	
Your Service	3.12

Range of "Near Service" Average =   2.98 - 3.28

Racial Discrimination

Your Unit	**2.84**
Your Service	3.26

Range of "Near Service" Average =   3.13 - 3.40

Age Discrimination

Your Unit	
Your Service	3.13

Range of "Near Service" Average =   3.00 - 3.28

Religious Discrimination

Your Unit	**3.06**
Your Service	3.34

Range of "Near Service" Average =   3.25 - 3.44

Demeaning Behaviors

Your Unit	**2.51**
Your Service	3.09

Range of "Near Service" Average =   2.90 - 3.27

Hazing Behaviors

Your Unit	**3.16**
Your Service	3.42

Range of "Near Service" Average =   3.30 - 3.55
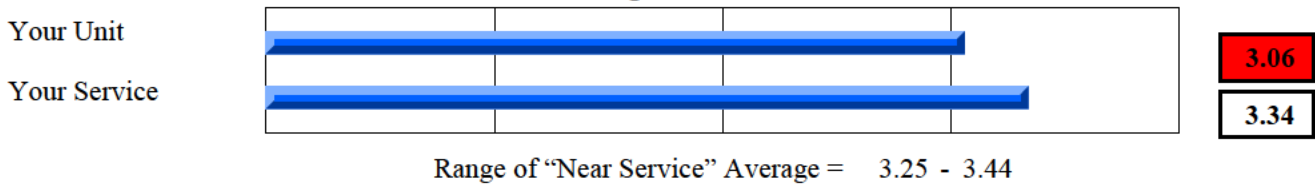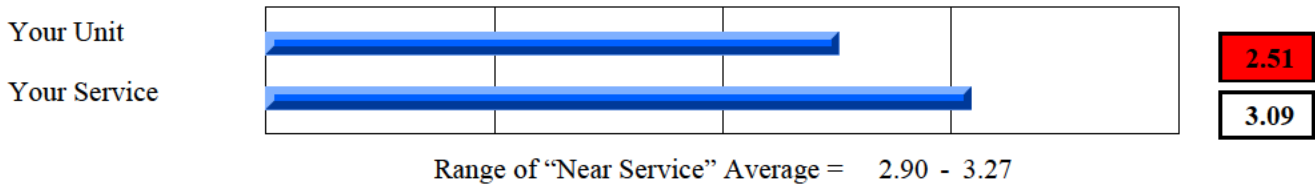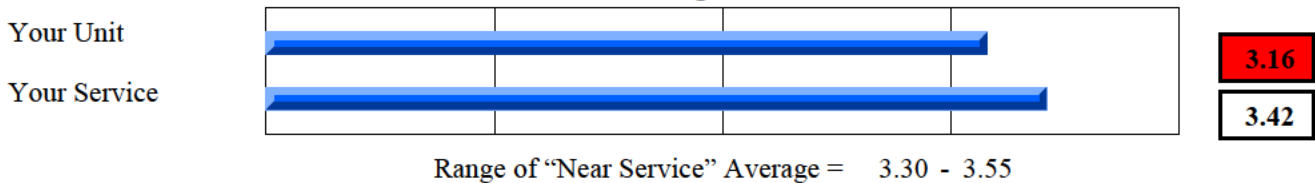
| Red = Below Service Average	Blue = Near Service Average	Green = Above Service Average

VII. DEOCS SUMMARY OF SURVEY ITEM RESULTS

Organizational Commitment

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel motivated to give my best efforts to the mission of my organization.	35	36.84	60	63.16	95	100.00
I feel a strong sense of belonging to this organization.	28	29.47	67	70.53	95	100.00
I am proud to tell others that I belong to this organization.	33	34.74	62	65.26	95	100.00
Overall Average	96	33.68	189	66.32	285	100.00

Favorable	33.68
Unfavorable	66.32
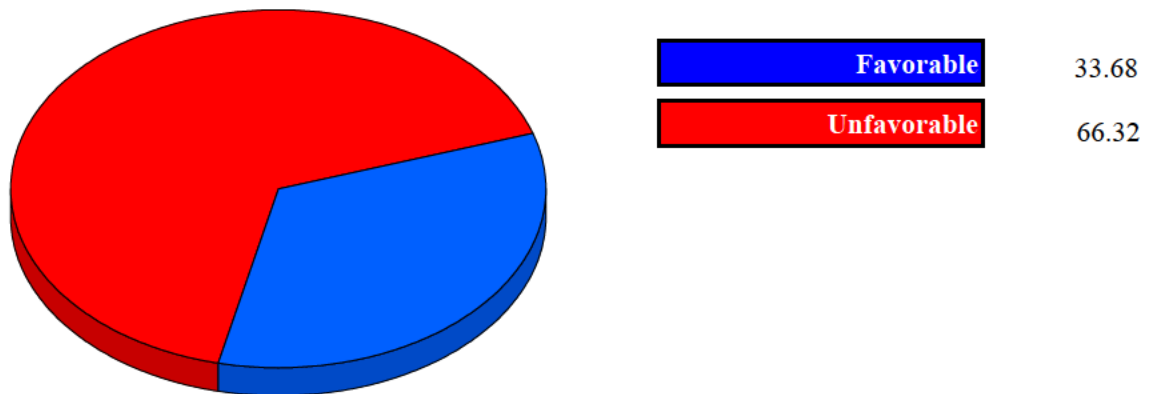
Trust in Leadership

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I trust that my organization's leadership will treat me fairly.	29	30.53	66	69.47	95	100.00
I trust that my organization's leadership will represent my best interests.	22	23.16	73	76.84	95	100.00
I trust that my organization's leadership will support my career advancement.	41	43.16	54	56.84	95	100.00
Overall Average	92	32.28	193	67.72	285	100.00
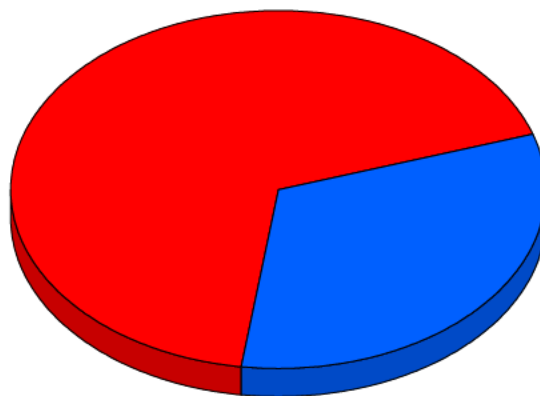
Favorable	32.28
Unfavorable	67.72

Organizational Performance

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	43	45.26	52	54.74	95	100.00
My organization's performance, compared to similar organizations, is high.	49	51.58	46	48.42	95	100.00
My organization makes good use of available resources to accomplish its mission.	47	49.47	48	50.53	95	100.00
All members of my organization make valuable contributions to completing tasks.	41	43.16	54	56.84	95	100.00
Overall	180	47.37	200	52.63	380	100.00
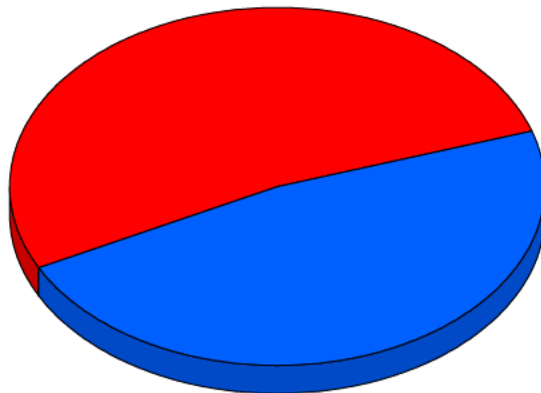
Favorable	47.37
Unfavorable	52.63

Organizational Cohesion

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members trust each other.	32	33.68	63	66.32	95	100.00
Members support each other to get the job done.	60	63.16	35	36.84	95	100.00
Members work well together as a team.	55	57.89	40	42.11	95	100.00
Members look out for each other's welfare.	51	53.68	44	46.32	95	100.00
Overall	198	52.11	182	47.89	380	100.00
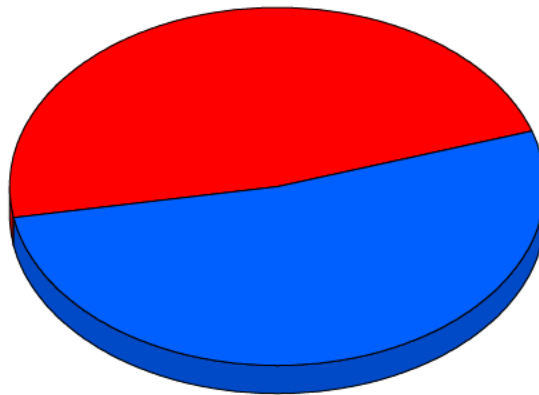
Favorable	52.11
Unfavorable	47.89

Leadership Cohesion

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders in my organization work well together as a team.	31	32.63	64	67.37	95	100.00
Leaders in my organization communicate well with each other.	26	27.37	69	72.63	95	100.00
Leaders in my organization support each other to get the job done.	38	40.00	57	60.00	95	100.00
Leaders in my organization are consistent in enforcing policies.	46	48.42	49	51.58	95	100.00
Overall	141	37.11	239	62.89	380	100.00
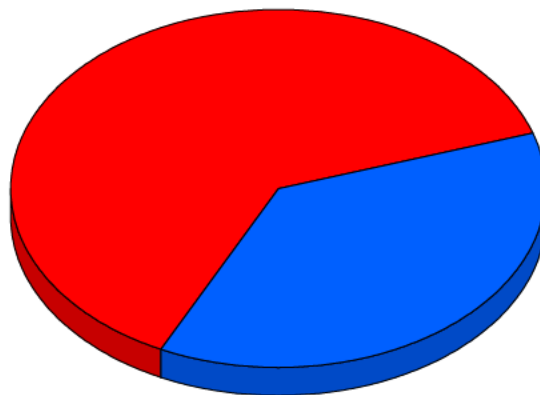
Favorable	37.11
Unfavorable	62.89

Job Satisfaction

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I like my job.	53	55.79	42	44.21	95	100.00
Most days I am enthusiastic about my work.	31	32.63	64	67.37	95	100.00
I feel satisfied with my present job.	38	40.00	57	60.00	95	100.00
I find real enjoyment in my work.	42	44.21	53	55.79	95	100.00
Overall	164	43.16	216	56.84	380	100.00
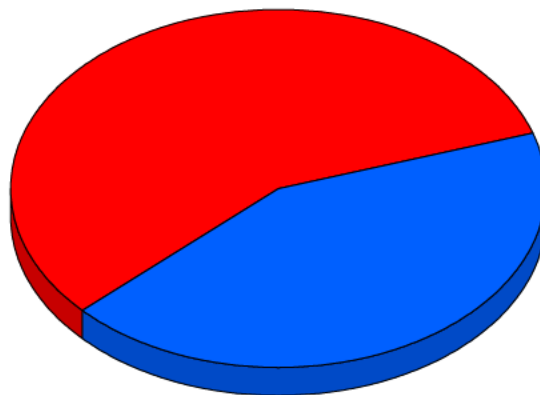
🟦	**Favorable**	43.16
🟥	**Unfavorable**	56.84

Diversity Management

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are encouraged to perform to their fullest potential, regardless of their background.	63	66.32	32	33.68	95	100.00
Members have access to a mentoring program.	48	50.53	47	49.47	95	100.00
Members' skills and other attributes are taken into account when assigning tasks.	51	53.68	44	46.32	95	100.00
Efforts are made to make everyone feel like part of the team.	36	37.89	59	62.11	95	100.00
Overall	198	52.11	182	47.89	380	100.00
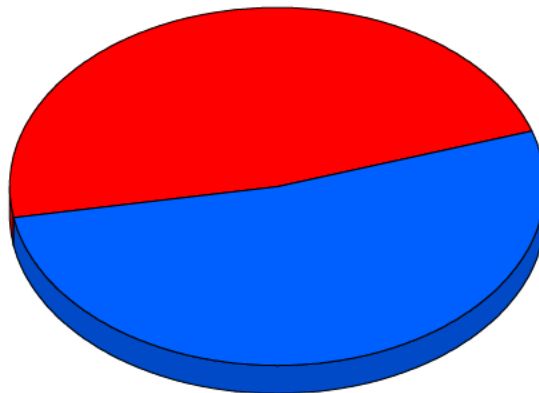
Favorable	52.11
Unfavorable	47.89

Organizational Processes

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Discipline is administered fairly.	37	38.95	58	61.05	95	100.00
Programs are in place to address members' concerns.	52	54.74	43	45.26	95	100.00
Decisions are made after reviewing relevant information.	45	47.37	50	52.63	95	100.00
Relevant job information is shared among members.	52	54.74	43	45.26	95	100.00
Personnel are accountable for their behavior.	61	64.21	34	35.79	95	100.00
Overall	247	52.00	228	48.00	475	100.00
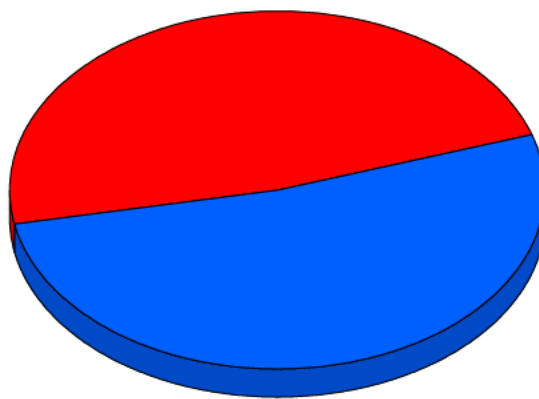
Favorable	52.00
Unfavorable	48.00

What best describes your career intentions?
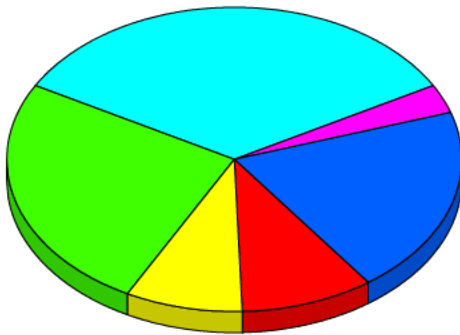
	Frequency	Percent
(blue)	19	20.00
(red)	9	9.47
(yellow)	8	8.42
(green)	24	25.26
(cyan)	32	33.68
(magenta)	3	3.16
Total	95	100.00

Definitely stay.

Probably stay.

Stay next several years.

Probably leave after current obligation.

**Definitely leave after completion of current obligation.**

N/A.

Help Seeking Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are well trained to recognize the signs of depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD).	50	52.63	45	47.37	95	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) is a sign of strength.	71	74.74	24	25.26	95	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) would negatively impact a member's career.	48	50.53	47	49.47	95	100.00
Overall	169	59.30	116	40.70	285	100.00
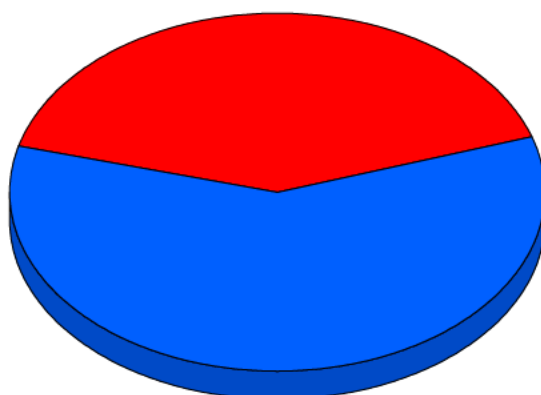
Favorable	59.30
Unfavorable	40.70

Exhaustion

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel mentally worn out.	8	8.42	87	91.58	95	100.00
I feel physically worn out.	20	21.05	75	78.95	95	100.00
I feel emotionally worn out.	19	20.00	76	80.00	95	100.00
Overall	47	16.49	238	83.51	285	100.00
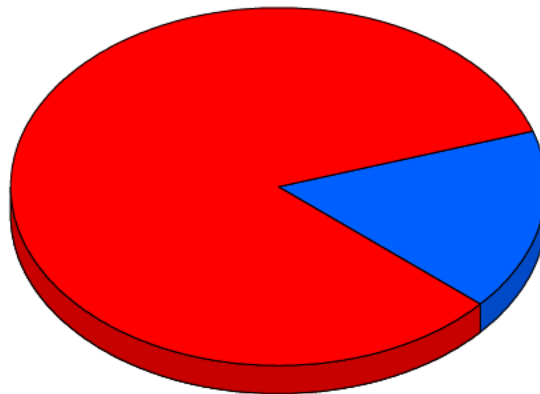
Favorable	16.49
Unfavorable	83.51

Hazing Behaviors

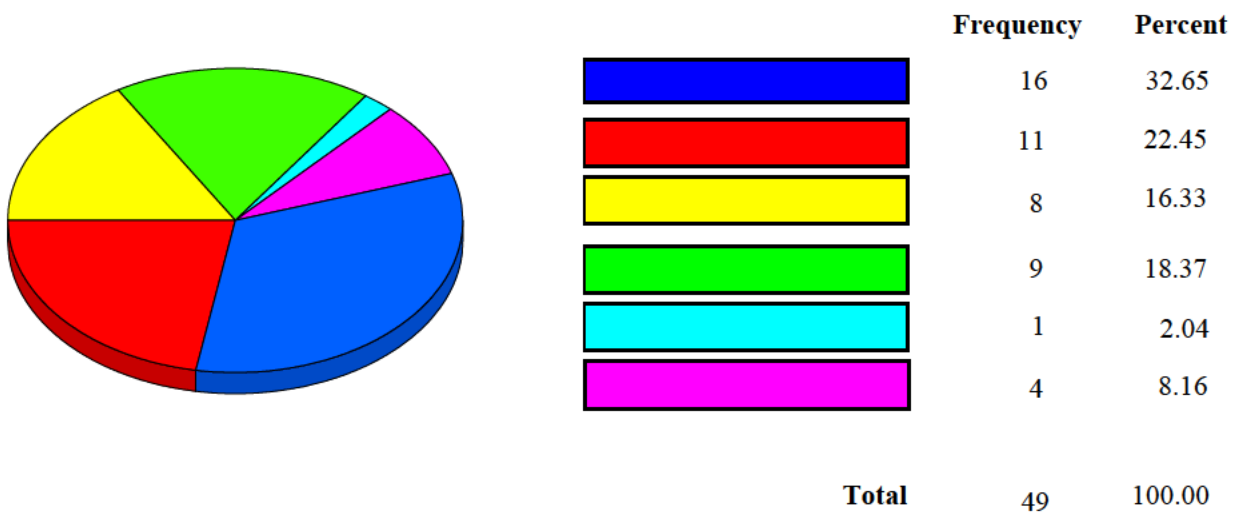| Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Newcomers in this organization are pressured to engage in potentially harmful activities that are not related to the mission.	83	87.37	12	12.63	95	100.00
Newcomers are harassed and humiliated prior to being accepted into the organization.	79	83.16	16	16.84	95	100.00
To be accepted in this organization, members must participate in potentially dangerous activities that are not related to the mission.	85	89.47	10	10.53	95	100.00
Overall Average	247	86.67	38	13.33	285	100.00

Favorable	86.67
Unfavorable	13.33
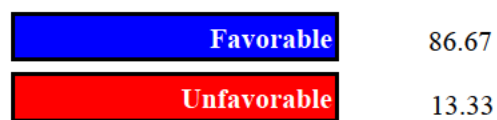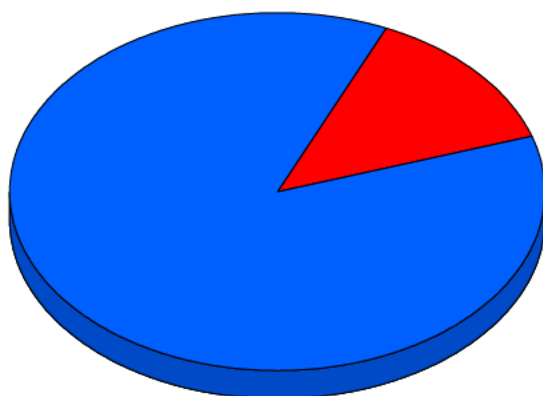
Demeaning Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Certain members are purposely excluded from social work group activities.	62	65.26	33	34.74	95	100.00
Certain members are frequently reminded of small errors or mistakes they have made, in an effort to belittle them.	34	35.79	61	64.21	95	100.00
Certain members are excessively teased to the point where they are unable to defend themselves.	58	61.05	37	38.95	95	100.00
Overall	154	54.04	131	45.96	285	100.00
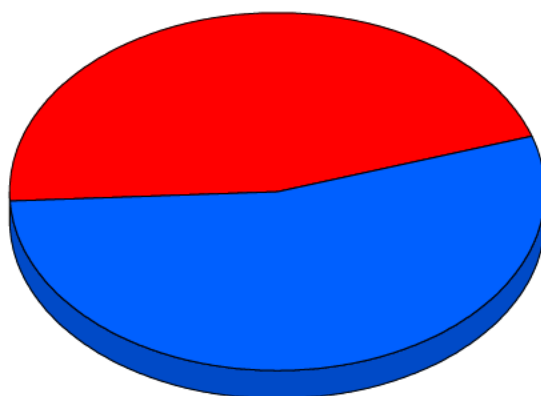
Favorable	54.04
Unfavorable	45.96

In what way or ways do you perceive favoritism is being displayed?

	Frequency	Percent
🟦	16	32.65
🟥	11	22.45
🟨	8	16.33
🟩	9	18.37
🟦	1	2.04
🟪	4	8.16
Total	49	100.00

Race/sex/national origin difference

Job opportunities

Performance report ratings

Personal relationships

Do not know

Other

Racial Discrimination

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel of all races/ethnicities can expect similar job assignments.	73	76.84	22	23.16	95	100.00
People of all races/ethnicities can expect to be treated with the same level of professionalism.	68	71.58	27	28.42	95	100.00
Qualified personnel of all races/ethnicities can expect the same training opportunities.	73	76.84	22	23.16	95	100.00
Overall	214	75.09	71	24.91	285	100.00

Favorable	75.09
Unfavorable	24.91
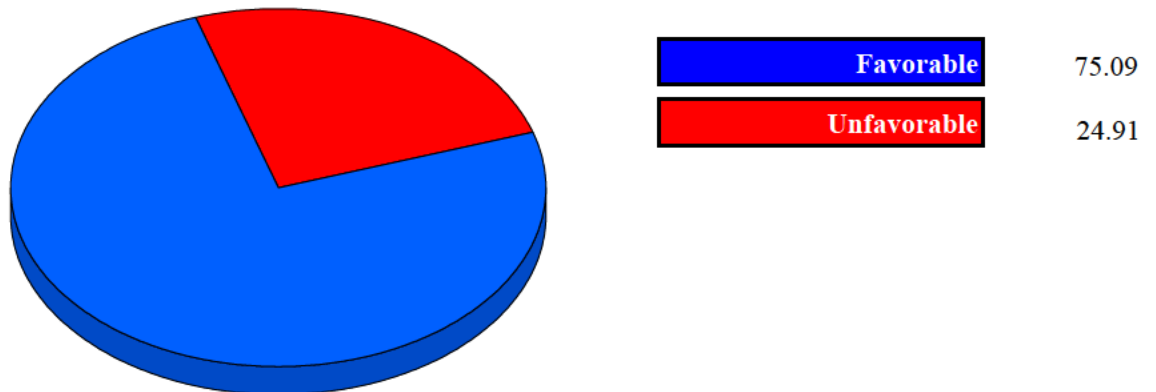
Sex Discrimination

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified members of both genders can expect to be treated with the same level of professionalism.	52	54.74	43	45.26	95	100.00
Qualified members of both genders can expect similar job assignments.	63	66.32	32	33.68	95	100.00
Qualified members of both genders can expect the same training opportunities.	68	71.58	27	28.42	95	100.00
Overall	183	64.21	102	35.79	285	100.00

Favorable	64.21
Unfavorable	35.79
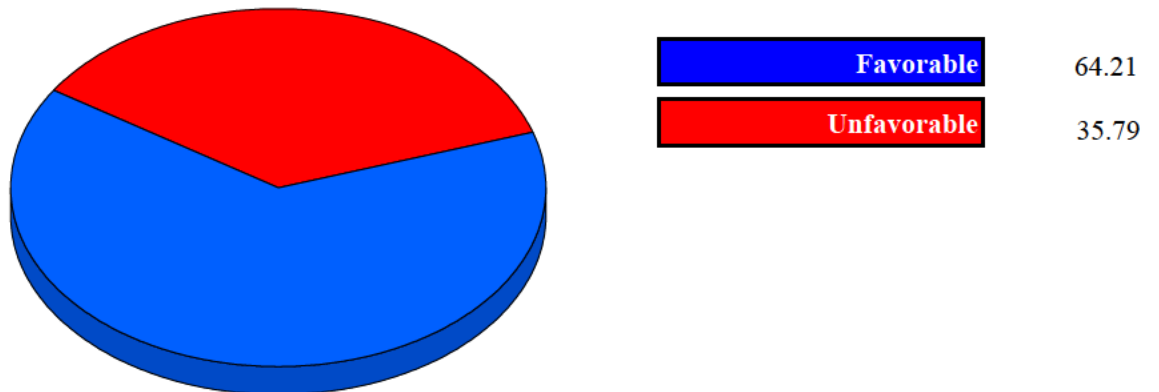
Religious Discrimination

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified people of all religions can expect similar job assignments.	86	90.53	9	9.47	95	100.00
Leaders do not publicly endorse a particular religion.	78	82.11	17	17.89	95	100.00
Qualified personnel of all religions can expect the same training opportunities.	85	89.47	10	10.53	95	100.00
Overall	249	87.37	36	12.63	285	100.00

Favorable	87.37
Unfavorable	12.63
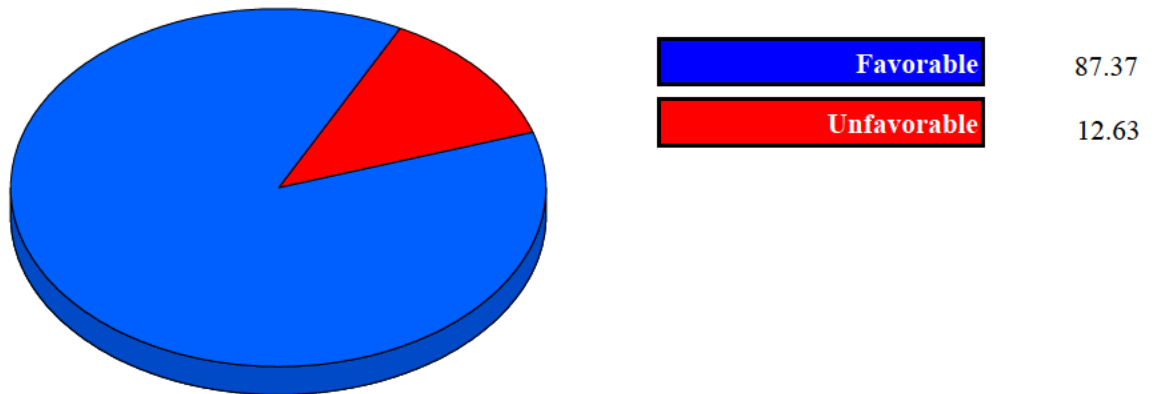
Sexual Harassment

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders play an active role in the prevention of sexual harassment.	80	84.21	15	15.79	95	100.00
Leaders in my organization adequately respond to allegations of sexual harassment.	85	89.47	10	10.53	95	100.00
Sexual harassment does not occur in my work area.	77	81.05	18	18.95	95	100.00
Overall	242	84.91	43	15.09	285	100.00
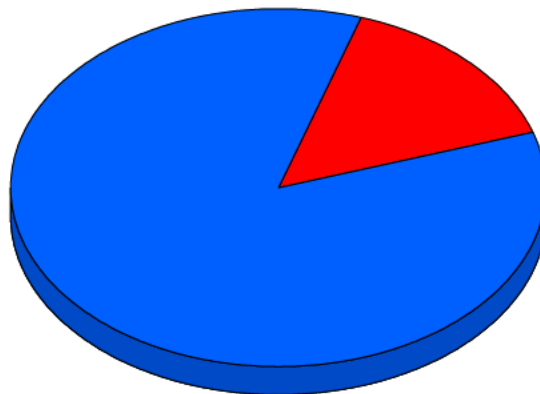
Favorable	84.91
Unfavorable	15.09

Racist Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Racial comments are not used in my work area.	70	73.68	25	26.32	95	100.00
Racial slurs are not used in my work area.	70	73.68	25	26.32	95	100.00
Racial jokes are not used in my work area.	72	75.79	23	24.21	95	100.00
Overall	212	74.39	73	25.61	285	100.00

Favorable	74.39
Unfavorable	25.61
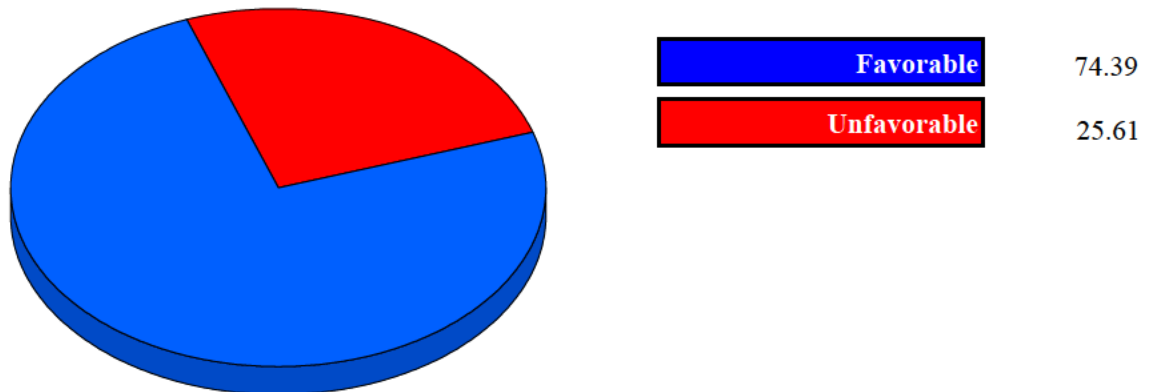
Sexist Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Sexist slurs are not used in my work area.	61	64.21	34	35.79	95	100.00
Sexist jokes are not used in my work area.	64	67.37	31	32.63	95	100.00
Sexist comments are not used in my work area.	69	72.63	26	27.37	95	100.00
Overall	194	68.07	91	31.93	285	100.00

Favorable	68.07
Unfavorable	31.93
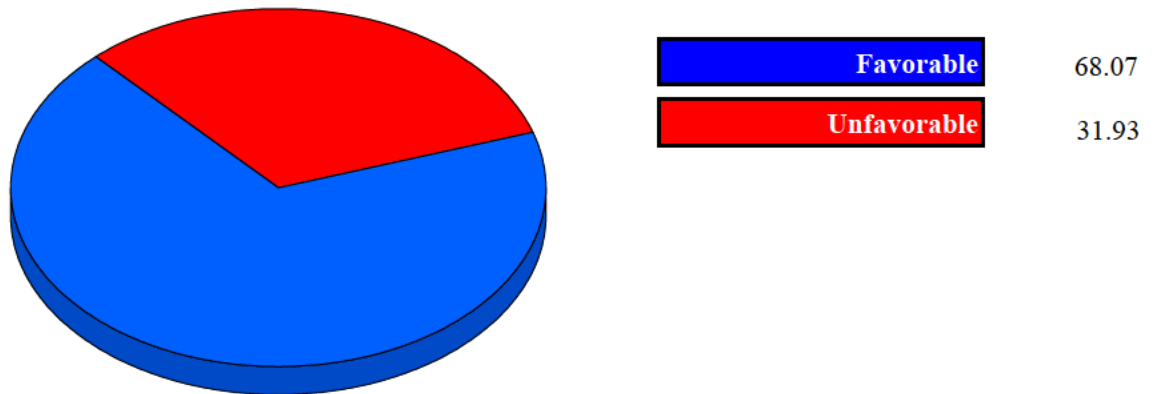
Age Discrimination (Civilians only)

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel over 40 years old can expect similar job assignments as younger personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel over 40 years old can expect the same training opportunities as younger personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel over 40 years old can expect the same career enhancing opportunities as younger personnel.	0	0.00	0	0.00	0	100.00
Overall	0	0.00	0	0.00	0	100.00

Favorable	0.00
Unfavorable	0.00

Disability Discrimination (Civilians only)

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel who are disabled can expect similar job assignments as non-disabled personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel who are disabled can expect the same training opportunities as non-disabled personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel who are disabled can expect the same career enhancing opportunities as non-disabled personnel.	0	0.00	0	0.00	0	100.00
Overall	0	0.00	0	0.00	0	100.00

Favorable	0.00
Unfavorable	0.00

VIII. RECOMMENDATIONS

The following section provides interpretation and recommendations for the DEOCS report. Based on the data obtained, the DEOCS results for your organization may vary between organizational strengths and concerns. It is important to not only review section VII, DEOCS Summary, but to contrast that information with section V, Climate Factor Subgroup Comparison. Appendix on Written Comments, may also help to validate some areas of concerns within sections VII and V, please ensure you review that area to determine if there are comments that speak directly to any areas of concern.

This section also seeks to provide guidance for additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Share positive results with the organization's members. Compare subgroups to determine whether diminished perceptions of climate factors are prevalent among specific groups, and the sources of those perceptions.

Above Average/Average

Seek to identify-and reinforce-those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

Below Average

It is important to note that some or all of the three lowest averages may actually be comparable to your respective Service averages, and not necessarily represent a negative finding. If any of these averages appear appreciably lower than your Service average, they should be treated as an organizational concern. In cases where low averages, compare the demographic subgroups to determine whether diminished perceptions are more obvious among specific groups.

After identifying the specific climate factors with low averages and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews. Conducting focus groups and interviews can help determine the source and extent of specific perceptions.

Develop an action plan and socialize the plan with members. Set a timeline for the action items designed to address each specific validated concern, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions when possible.

We trust these recommendations for interpretation will prove useful. DEOMI believes the DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

ASSESSMENT TO SOLUTIONS

The Assessment to Solutions area of deomi.org is designed to support leaders and equal opportunity professionals by providing tools and products designed to address the mission-impacting issues identified during the climate assessment process. Assessment to Solutions has products and training material to help organizations overcome negative perceptions; these can also aid in the development of an action plan. The Assessment to Solutions area is broken down into the main assessment areas of the DEOCS, which are EO/EEO/Fair treatment, Organizational Effectiveness and Sexual Assault Prevention and Response. Each area is further broken down by the factors included in these main areas of the Climate Assessment, and a host of products are provided to assist in overcoming negative perceptions at an organization.

Access to products can be found at the "Assessment to Solutions" website which is designed to support leaders and equal opportunity professionals. To access the site go to:

http://www.deomi.org/DRN/AssessToSolutions/index.html

The DEOCS Support Team is available to assist you and can be contacted at:
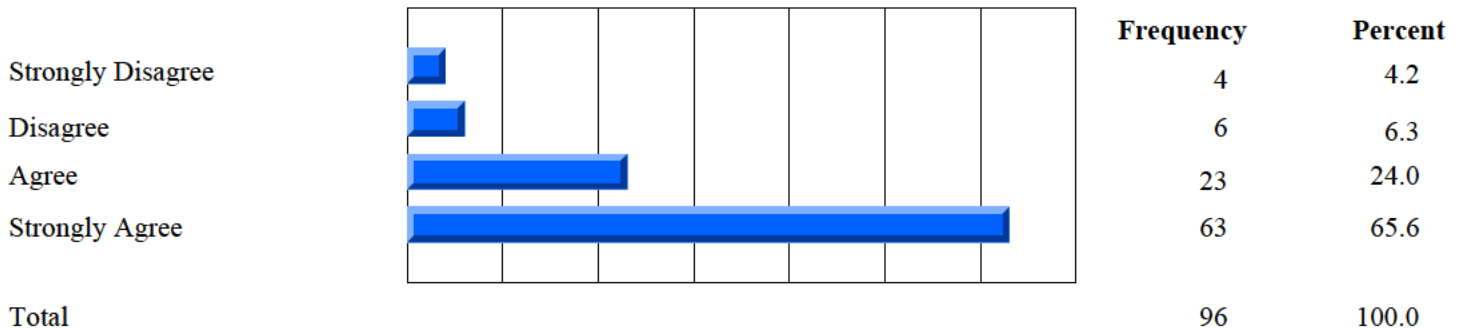321-494-2675/3260/4217
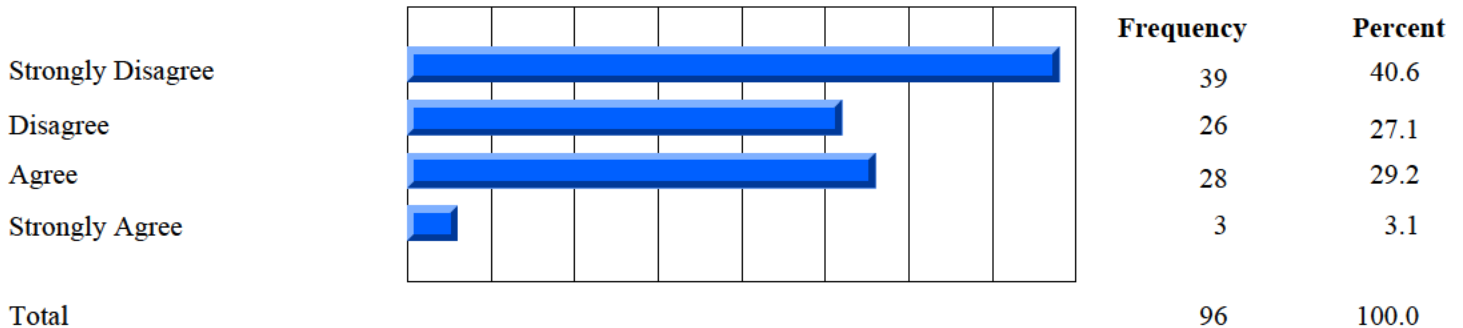DSN: 854-2675/3260/4217
support@deocs.net

Appendix A: Your Locally Developed Questions

If someone failed to respond to a question, or if for any other reason the computer could not interpret the response, it was not counted.
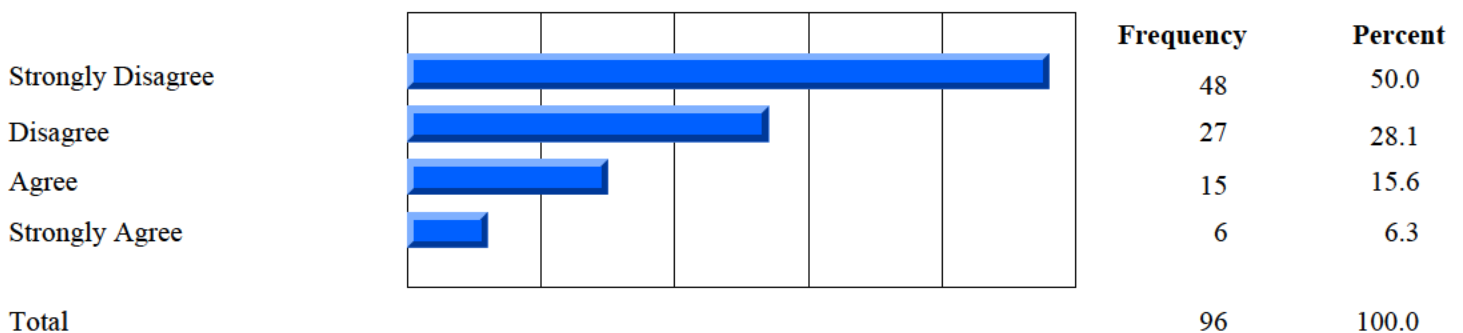
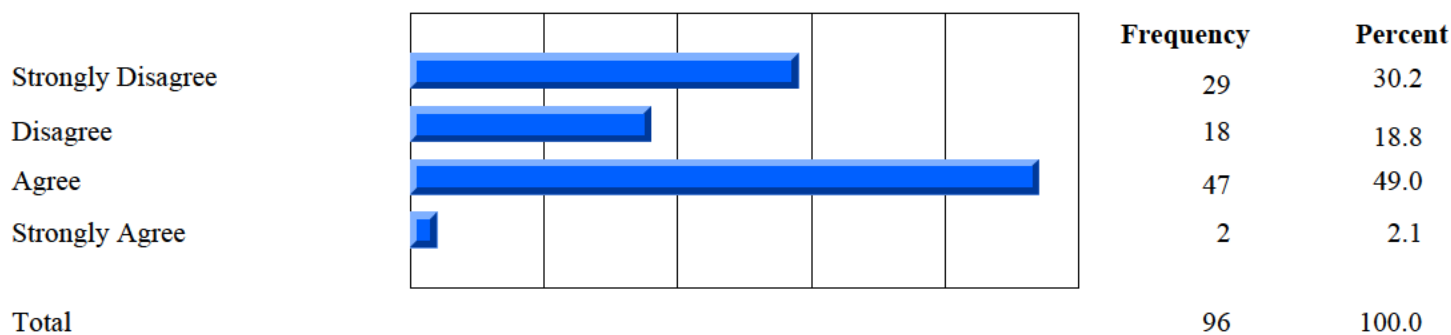1. **How much does the uncertainty and frequency of the change in the ship's schedule impact your morale?**

	Frequency	Percent
Strongly Disagree	4	4.2
Disagree	6	6.3
Agree	23	24.0
Strongly Agree	63	65.6
Total	96	100.0

2. **Communication flows freely from senior leadership to all levels of the organization.**

	Frequency	Percent
Strongly Disagree	39	40.6
Disagree	26	27.1
Agree	28	29.2
Strongly Agree	3	3.1
Total	96	100.0

3. **The overall health of this unit is better now than one year ago.**

	Frequency	Percent
Strongly Disagree	48	50.0
Disagree	27	28.1
Agree	15	15.6
Strongly Agree	6	6.3
Total	96	100.0

4. I receive the counseling and coaching needed to advance in my career.

	Frequency	Percent
Strongly Disagree	29	30.2
Disagree	18	18.8
Agree	47	49.0
Strongly Agree	2	2.1
Total	96	100.0

5. I am recognized for contributing to a positive atmosphere in my workplace.

	Frequency	Percent
Strongly Disagree	27	28.1
Disagree	11	11.5
Agree	50	52.1
Strongly Agree	8	8.3
Total	96	100.0
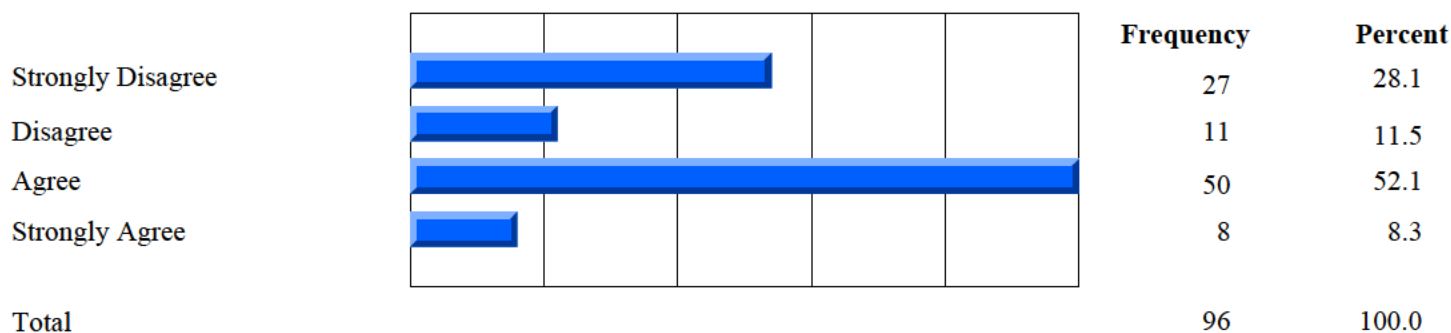
6. I would seek the assistance of my supervisor.

	Frequency	Percent
Strongly Disagree	20	20.8
Disagree	17	17.7
Agree	44	45.8
Strongly Agree	15	15.6
Total	96	100.0
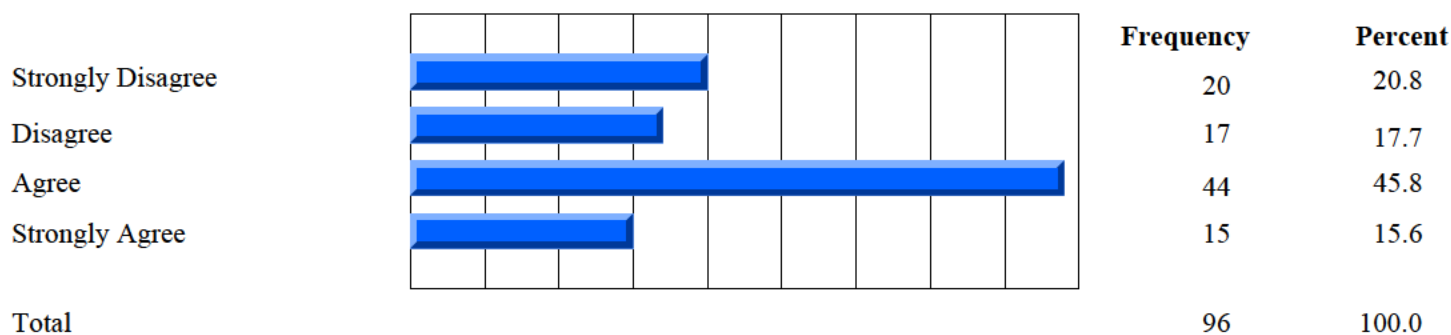
7. I experience a high level of stress in this command.

	Frequency	Percent
Strongly Disagree	4	4.2
Disagree	4	4.2
Agree	23	24.0
Strongly Agree	65	67.7
Total	96	100.0
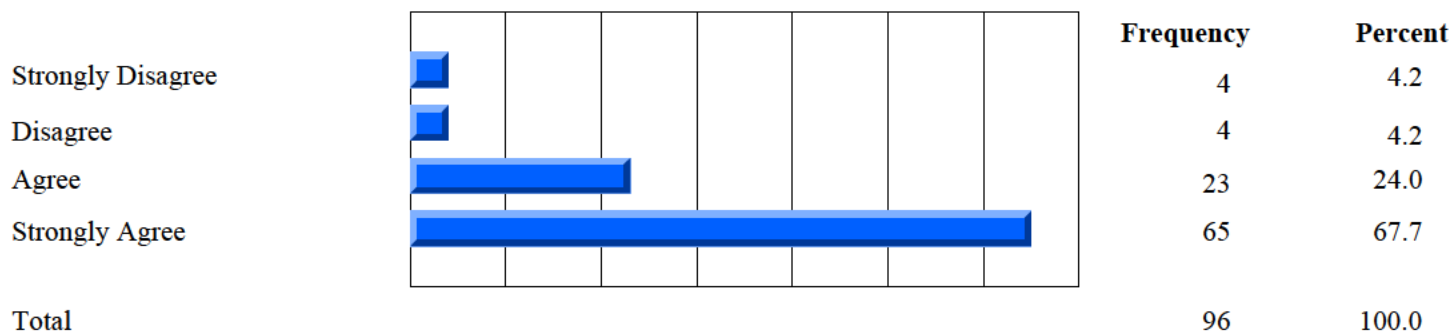
8. I am treated with dignity and respect in this command.

	Frequency	Percent
Strongly Disagree	24	25.0
Disagree	32	33.3
Agree	37	38.5
Strongly Agree	3	3.1
Total	96	100.0
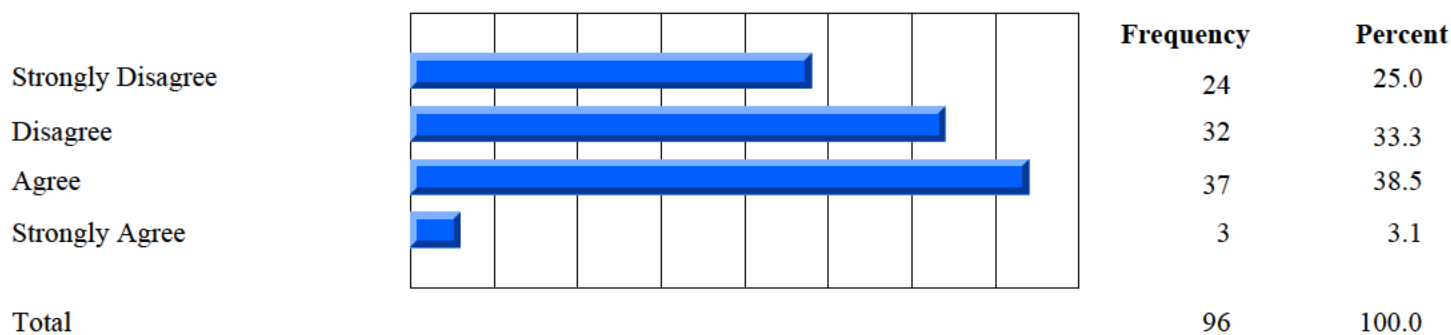
9. My work environment is free from unprofessional behavior.

	Frequency	Percent
Strongly Disagree	24	25.0
Disagree	34	35.4
Agree	34	35.4
Strongly Agree	4	4.2
Total	96	100.0
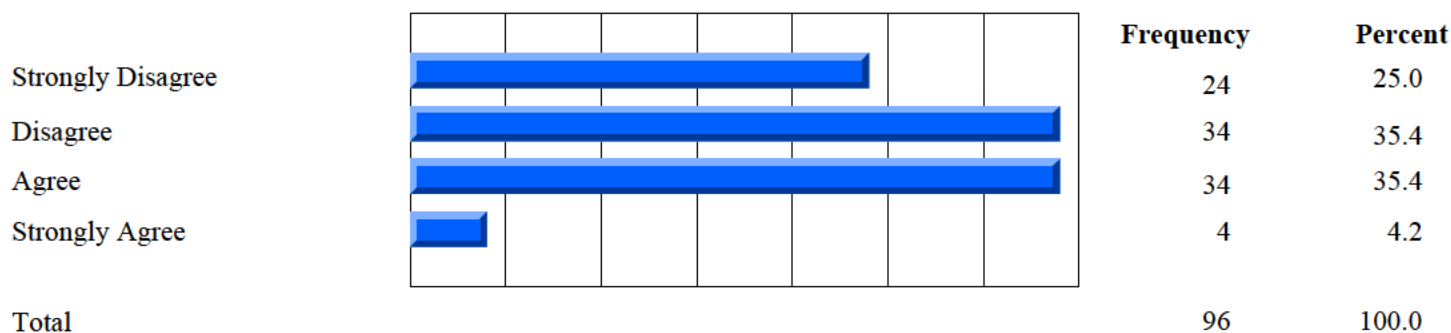
10. My command supports special observance programs.

	Frequency	Percent
Strongly Disagree	11	11.5
Disagree	18	18.8
Agree	51	53.1
Strongly Agree	16	16.7
Total	96	100.0
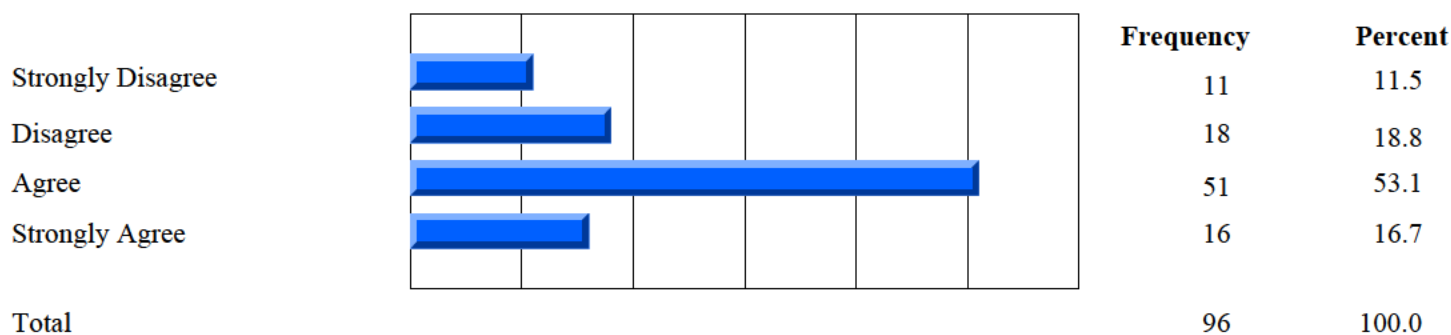
Appendix B: Your Short-Answer Questions

NOTE: The answers appear exactly as they were written on the survey:

1. <u>**Other than firing/replacing certain people in the command (i.e. CO, XO, CMC, etc.), what 3 things within the command's control would you recommend improving and how?**</u>

Less micromanagement. Little too much in the planning.

A better inport schedule if possible,Granted we are here to do a mission but if we get called on sevreal times let's get a nice liberty port(Australia) the navy has more that one ship that's capable of perform a stand or standing a proper watch until properly releieved.

1. Communication - many times there is information intentionally withheld so that people within that chain of command fail. Only recently (month or so) has the CO put out information to the crew.
2. Planning - There are so many planning tools used onboard but none of them work. We plan a week in advance because the CO micromanages everything.
3. Morale - In the past year, we have received 1 scheduled port visit. the only other times we pulled in except home port were because the ship needed emergent repairs. Basically underway the entire year.
4. Management - There seems to be a disconnect from the CPO Mess and the Wardroom and the crew can see it. when you take away the Chief's ability to lead their Sailors, and make decisions at their level, Sailors tend to lose faith and confidence in their chain of command.
5. Trust - The CO has injected himself into CPO select season and has also removed CPO 365 from the command.
6. Standardized Routine - PLEASE!
7. Personal Agendas

First I would start holding the ward room accountable. Why are they allowed to come to work late and drunk but the enlisted are put on liberty risk for showing up ten minutes late. Second we need to start planning. We hold sailors accountable for not planning but we don't offer them the opportunity to plan. I hear often that nothing is as advertised here or that we do nothing that we plan for and everything that we don't plan for. Third we need to work on the fact that eveyone comes to work in fear. Myself I hate my job and cannot wait to leave. I know that some day my number will come up and I will be at mast for something.

The three main things that I would change for improvement, within the command's power, would be: Training, Specific Qualification Standards, and Mandatory events that don't hold the interests of certain demographics throughout the crew. Duty Section Training is held everyday in port, which I don't mind, but it's repetitive and with repetition comes exhaustion. The educational interest dwindles more with each Duty Day. For a command that pushes ESWS, Walkthroughs and Discussions should be an option for relevant personnel. What I mean by Specific Qualification Standards would be the fact that there's a CO Board for an ESWS Qualification. We are the only ship that I know of, that conducts it. Mandatory events that hold the interests of a small portion of the crew should also be optional.

COMMUNICATION. IT IS SAID ALL THE TIME BUT NO ONE MAKES AND EFFORT TO FIX. IT SEEMS AS THOUGH IT IS ALWAYS SOMEONE ELSES PROBLEM TO FIX THE COMMUNICATION. INFORMATION GOES UP THE CHAIN, BUT FEEDBACK DOESN'T RETURN.
ADHERANCE WITH COMMAND POLICIES. IT IS EVIDENT THAT ALTHOUGH PUBS AND MANUALS DICTATE PROPER PROCEDURES, BOTTOM LINE IS TO PERFORM TASKS OUTSIDE THE PRESCRIBED PROCEDURES BECAUSE SENIOR LEADERSHIP ORDERS US TO.
WHEN DO WE START EMBRACING THE SPIRIT OF WINNING AND STOP FEARING FAILURE? I WOULD DESPERATELY LIKE TO SEE THAT DAY PRIOR TO MY TRANSFER

Communication, communication, communication

The equality of Commanding Officer's Non-Judicial Punishment in regards to clearance revocation.
The quality of work from outside maintenance facilities.
Full manning needs to be addressed more thoroughly acroos the board in regards to the optempo of the ship and personnel TAd to other ship's organizations.

Replacing the food for better quailty that greatly help boost morale.

-Actually care about sailors and not worry so much about getting a star.
-Fix the watch sections, actually get people qualified to stand the watch and not have all these Ensigns on the verge of being unobtained.

1. When it comes to DRBs, XOIs, and NJPs, have the Chiefs, XO, and CO take a further examination of the defendant's character and work ethic if this is their first offense. Rather than finding the evidence to boot the individual out the ship, try to find the evidence that the defendant will be a stellar sailor and not the same mistake again.

2. Nothing is kept at the lowest level anymore. Senior enlisted and officers are encouraged to report directly to the CO about incidents rather than handling it at their level.

3. Mandatory fun events like the Captain's Cup hurt the repairs that was being done in Signapore. It was hosted during the middle of the workday and people were pulled out of the division to participate. Also, that time could have been used to train people for armed watches and have them OC-sprayed as we need more armed watches.

GIVE MORE POWER BACK TO THE CHIEF MESS! "CPO 365" I would like to observed what other ships in the Navy Observed like "Black History Month 2017"

GIVE BACK THE CHIEFS THE RESPECT AND AUTHORITY THEY HAVE EARNED AND DESERVED OVER THEIR OWN JUNIOR SAILORS. ALSO GET AWAY FROM THE COMMAND WIDE PUNISHMENT IF ONE PERSON MESSED UP! ITS ONLY ONE TEAM ONE FIGHT WHEN IS BAD! BUT WHEN THE WORK NEEDS TO GET DONE IS EVERY MAN FOR THEM SELVES.

I recommend giving chief and the 1st classes power. The Co has effectively demolished the chiefs mess in a way that they are not taken seriously and do not have the power they previously had. As a result neither do the first classes. Officers, divos etc frequently jump the chain of command and go straight to the lowest on the totem poles and ask them questions they should be asking the first classes and chiefs and become upset when they do not receive the information that they desire.

The CO hoards his power and doesnt distribute it evenly. You ask that I not suggest firing but other than firing the CO I do not see a solution. Through two previous command climate / SIMEO surveys nothing has changed from him. He just acts more eratically. Singapore seamavs, dissmantling the CPO 365 program. trying desperately to grasp on to straws of power and trying to make his name in a certain field. He does nothing but distract from the mission, volunteer for jobs when the crew is exhausted.

1. Schedule boards for officer qualifications! First and second tour divos are stagnant in their career progression. Second tours should be standing advanced combat watches or EOOW, but instead (with one exception) they are standing CICWO and bridge watches. This stems from a lack of opportunity for first tour divos to board for their qualifications like CICWO and/or OOD and ultimately SWO.
2. The SWO pinning ceremony could be more open/public. As it is now, it is a super-secret-SWO-qualified-officer-only ceremony. This prevents the awardee the opportunity to share their success with other (unqualified) divos and their divisions--the largest contributors to a divo's success.
3. Please reduce the frequency of forced morale events. They are just that--forced. When people have time to rest, let them rest. As grown adults, we know how to best invest our time in recovery for the next event.

Communication- meetings within the upper chain of command daily and repeat backs so EVERYONE knows the same thing.
Medical- if people have issues and follow up to gain knowledge about something i.e. if surgery is needed, medical should be a safe haven in the aspect of they are here for us to help us feel better. We shouldn't have to do our own check ups, we have our own jobs to do. Medical has more than 300 personnel to look after, but really seems like it might be 10 that they do look after. Medical should just help its people without telling us to come back later and then forget, write things down.
Administration- instead of waiting last minute for paperwork, do it ahead of time, I understand they might not have everything at once, but once they do then finish what needs to be finished without procrastinating.

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Proper Guidance
Less Micromanaging
Caring about peoples carrers

no comment

things are much better but I would say get better at getting out and ahead of things we know are not going to change. this is on all of us.

Re-evaluate what we do with sailors after NJP.

Maybe have a beach det for those we leave behind at TPU. Tracking 5 sailors seems to be the hugest drain of admin resources.

1) Be consistant. It doesn't matter if our schedule changes from day to day. Consistency give a sense of confidence in leadership.

2) Be responsible. The policies of recent years should be actively enforced, for the inclusion of all sailors.

3) Be professional. We live and work on a floating bomb and in harm's way, true. However, we can and shold conduct ourselves with a greater sense of military professionalism.

1.) As much clarity and foresight into schedule changes as possibly allowed given Need-To-Know and other factors considered.

2.) Larger push from Senior Leadership towards drastically improving the mental health of the command. The intense and demanding schedule of the last 2 years have left many sailors completely drained and do not have adequate down time to recooperate. In-port time is too work intensive with the only goal being to fix the things that are broken to immediately return to sea.

1. Since the CO HAS to be involved in everything onboard, the Department Heads and chiefs should get things aprroved with him before trying to do something the CO will shoot down later, it makes DH's and LCPO's look weak in the eyes of the enlisted.

2. Allow us to uncover in the skin of the ship. Wearing a cover ALL day is irritating.

3. Captain should delegate more.

Honestly, I am not sure there is anything that can be done to improve the morale on this ship besides changing the Captain. Every time new sailors arrive, they come with positive ideas and views and try to change the way shiloh does things in order to improve the morale and effectivness of the ship. However, almost all of these ideas are shot down by the Captain because that is not the way he would like things done, he is very unopen to change. More concerning, he freely admits that he is a stickler for the way things used to be done and is not open to change in a positive direction. It is incredibly frustrating to see sailors come to ship ready to work and are constantly beat down by the lack of innovation or willingness to accept change. It is 2016, not the Cold War era anymore. The entire Navy is moving forward to improve efficiency and sailor morale, except for shiloh, and there is one person who is standing in the way.

the COC could show that if you make simple mistake you are not going to suffer big time for it if its your first time getting in trouble, you could also let the watch teams that are able to support 4 sections go into 4 sections to improve meantal and physical readiness and also it enables them to get more free time to relax, workout, and get quals done.

Enforcing rules for all hands not just E6 and below.

JO's are new arrivals to the ship but they dont face any restricitions that new enlisted personnel get when they arrive on board there first ship.

1. We could get rid of Leadership Continuum. It's an amalgamation of several working programs put together in such a way as to make them almost worthless and exists solely for the purpose of a shiney bullet point on the CO's eval.

2. I honestly don't know how to get the crew to start trusting the CO at this point, but hopefully someone might be able to help get us there. That would honestly clear a lot up.

3. Treat the crew with respect. As of now, it feels like the upper chain has their priorities set at "Self, Ship, Shipmate," with the second two being pretty far down the list.

FIRE THE CO!!!!!! LET THE CHIEFS AND CMC TAKE CARE THE ENLISTED AND THE OFFICERS TAKE CARE THEIR DIVISIONS KEEP YOUR HANDS OFF AND TRUST THE ABILTY OF YOUR JOs

1. Morales - pull in back to home port right after the mission instead of wait till the weekend almost over like Sunday afternoon or when the weekend is over on Monday. Sailors has nothing to look forward to beside the point we can have a little bit liberty time after long working hours instead of stuck on the ships.
2. Favoritism - Everyone should treat everyone equal. The COC should in force the rules and regulations on this when he/she see it happened instead of pretended that nothing happened.
3. CPO 365 and/or mentoring programs should be bring back to the Command. Officers is not the answer for everything. No one knows everything. Someone junior might have a better idea than the Officers just got out from college due to experiences.

1) The trust from junior sailors from the bottom up. Allow them to do their jobs and not be scared to get into trouble for every little thing.

2) Allow junior leadership to address situations and handle issues accordingly. Do not put pressure on the junior personnel to push issues that can be handled up the chain.

3) Place emphasis on things that matter. Work with people not against them and help them succeed and make sure they have the support they need to keep their equipment running.

Let junior WCS go to these meetings that the higher ups go to. let them learn whats going on directly instead of hearing it from multiple different people where the message will get messed up.

STOP MICRO-MANAGING! Everyone in the higher chain of command thinks they have a better way of doing things based off of USS last ship or their own personal behaviour. Quit it, you're wasting resources on things that should not matter.
CREW- interact with the crew (walk about the deck plates and see everyone once in a while) instead of these damn climate surveys. You can gage a persons reaction alot better than an electronic survey
WARDROOM- Watch how your Dept Heads do things and make corrections there. They are the main reasons, for ie....the loss of 6 individuals from CE Division losing their minds and leaving this place due to medical reasons.

I would reccomend a mandatory leadership training program be implemented by Admirals to help remediate the CO while keeping track on his progress and use the same methods of compliance he exercised on the CPO leadership a year ago. This command's leadership style is greatly influenced by COs(whether they are the ones specifically leading or the khaki leaders underneath them are making leadership choices for their subordinates). Discipline is important but it is worthless if as a leader you cannot implement restitution. Good leaders also allow themselves to be held accountable by their subordinates. This CO does not. He takes the God complex way to high and right. If he were to be remediated he might be able to slowly rebuild the trust and respect he as well as majority of the khaki leadership so quickly erroded. As enlisted, we follow your example; but we have intelligent insight when you don't name call us and tell us we are terrible from the start of your time as the CO.

1) I would recommend improving the communication between the leadership roles as it trickles down. I do not believe we get enough of a notice on alot of imformation. This just something that needs to worked on as a whole on both ends of leadership.

2) I would change how we run our schedule in homeport. I believe too many things pop up late in the work day and keep people later then even the direct chain of command expects. I do expect random jobs to pop up that needs to be done but it happens way too often and people should not be getting off at 7pm in home port.

3) I would change some events that happen underway ie MWR. In some watch sections it is port and starboard and not everyone has an opertunity to attend the ice cream socials and other events as they are always on watch at the time of these events. This would also help improve morale.

I would recommend giving back power to the first classes and the chief's mess. Junior sailors should have trust in those two groups with passing up information in a timely manner, but that is not the case.

Firstly, I recommend 4-section watch. We are so tired underway that we cannot function. Secondly, I'd recommend cutting the number of meetings at least in half. So much time is wasted at meetings and especially in between meetings. Thirdly, there are not enough computers and printers onboard to be productive. The truth is, we are an administrative Navy, that is our current battle, yet we are not equipped to fight. Officers and Chiefs have such limited access to computers, that it's a constant struggle to get anything done inbetween our insufferable amount of meetings.

APPROVE LEAVE OR GIVE TIME OFF TO TAKE CARE OF PERSONEL BUSINESS. BECUASE THE CHAIN OF COMMAND DOESN'T GIVE A SHIT ABOUT YOU.

MORE TIME OFF WOULD IMPROVE MORALE, HAVING PERSONAL TIME TO TAKE CARE OF YOUR STUFF.

IT IS TOO LATE TO IMPROVE MORALE BECAUSE OF THE FOLLOWING REASONS:
1. THE SAILORS (MOSTLY KHAKI) HAVE NO BUY IN TO THE COMMAND AND DECISIONS. NO MATTER WHAT IS SAID OR REQUESTED, THE DECISION WAS ALREADY MADE BY THE TRIAD (CO) AND THEY JUST ARE GOING THROUGH THE MOTIONS OF "ATTEMPTING" TO LISTEN.
2. IT IS EVIDENT WHEN REALLY GOOD PEOPLE ARE REQUESTING TO LEAVE THE SHIP EARLY AND TRANSFER WHICH MANY HAS DONE. IN 15 MONTHS 6 CPO HAVE BEEN DISMISSED BUT 0 OFFICERS.....NICE.

The main issue is that there seems to be a lack of ability to qualify for milestobe qualifications. Boards are constantly scheduled, prepared for, then thrown aside and not rescheduled within a reasonable timeline.

The fact that 1 out of the 7 second tour Division Officers wants to stay in to be a department head and one second tour Division Officer is actively trying to leave the SWO community speaks volumes for this command. The CO needs to start trusting his Officers and Chiefs and let them run their divisions. His constant criticisms and unattainable demands are demoralizing and cause people to stop showing any initiative or drive.

Training- with the up coming INSURV 2017, along with MOB.E 1.4 and 3M 1.4, training is more important than ever. Not knowing the schedule, evolutions, movement of SHILOH makes it difficult to plan these events. But I believe more effort can be put in for Planning.

-Have the upper chain of command express their vision for the work they want accomplished rather than wait until the last minute and be completely dissatisified when the vision they failed to communicate was never given to their subordinates.

-Actually put out priorities that matter and that are realisitic.

-Stop pushing this crew continually to the breaking point to boost the reputation of the upper chain of command.

nothing else that previously said.

-shelling some work off the backs of the armory because they have 48 MIPS that can be given to various workcenters with lighter work loads
-Have SERIOUS priorities. In Singapore,my wc had a lot of maintenance we NEEDED to do, and seeing as we dont always get much port time, a lot of checks were scheduled that could only be done in port. But we did not get most of it done because Captains cup took priority over maintenece. So captains cup, ironically lowered moral.
-Chiefs mess needs to lead the enlisted more efficiently. Some officers need to get off their ego trips and realize they are part of a coterie that looks out for each other. help me help youn type of thing.

TRUSTING the leadership - not just khakis but first classes.
PULLING OUT of everyone's business - let them do their jobs
RECOGNIZING when people do great things, not just failures

The schedule we have. More information on underways.

I would start by having actual standing battle orders from the Captain. I would put more faith in the CPO Mess to do their jobs as decplate leaders by not using the "HOVER" leadership style the wardroom seems to do. I would reinstate CPO 365 because it make our first classes better leaders and better future Chief Petty Officers which in turn helps us. I dont feel like it's too much to ask to reinstate policies and programs that encourage fliud and transparent communication throughout the chain of command.

1) Making sure that when we do have availability that we have time to work on what needs to be taken care of. Having a mandatory participation Captain's Cup in Singapore I feel was a poor choice since there was large amounts of work to get done that had to either be rushed or put aside to support.
2) Not putting a hard lock down on liberty. We go to places and get told how great of a job we do on liberty, then get it cut down drasticly. In Singapore there was a lot I wanted to do and see, but with the 2200 curfew I couldn't. I felt my only option was to sit at Terror Club for 90% of my time there due to time.
3) We need to find a way to sit in one place long enough to get stuff done. I know we have a huge amount of tasking, but we also need to push being able to take care of ourselves. There is a lot of things, such as quals, that we are getting pushed on us that can only be completed in port.

MORE COMMUNICATION!!!

that the CO relise that this ship is extreamly unsafe to work with.

less micro managing

1) More liberty port calls in foreign ports.
2) Empower the Chief's Mess
3) Delegation of responsibilities deeper down the chain of command.

The thing that affects me most at middle level leadership, is free communication with the Captain for permission items. I would recommend placing more responsibility at the Department Head level to make decisions. This would enable us to get permission and start work more quickly as well as make us feel trusted and responsible.
Additionally, I feel that work is put out sporadically throughout the day, making it difficult to draw that line of "okay, we are finished with our work for the day." Instead, it's "this got put out at DH/khaki call need this done before COB" at 1300. The fix for this might be just tabling for the next day. Come in the morning with a solid to-do list for sailors.
Lastly, not sure how to fix this due to the abysmal state of our TRAV, but every time we pull in, we try and shove a certification event in. It exhausts our sailors and is so unexpected that we usually do not do well.

Less Micromanage and impower Leaders within the chain of command to do there jobs.

Changing the watch rotation so we can have more time underway to do what we have to for our divisions. Underway we only have 1/2 a day where there is a little free time. We need a couple hours here and there that are white space so we can get things done or have a breather instead of running to the next event and skipping meals. positive feedback or constructive feedback instead of only negative.

Stop pitting the ranks against each other. While I understand that differences in rank need to be respected, the new chain of command has done its best to put a wedge between every level of rank to the point where even basic communication is becomming difficult and morale has been tanking due to every rank percieving the others to be the source of all their troubles. Merge the smoke decks again. Stop encouraging harrasment of privacy against Junior Enlisted. ILP's were a failure and have not stopped incidents, acnowledge this and move on. And as a Tier 1, Gold Card, Alpha whatever the heck I am this week, the labeling system has become over-confused and largely redundant. Tying our hands in paperwork is not going to stop mistakes, it's just creating more oppurtunities to make them. If I'm not causing issues and I'm found eating at a restourant not in my ILP, I'm getting in trouble for the letter of the law, not for the spirit of it, which should not be the goal of the Ship.

1. CO should delegate some authority actually let Department Heads be Departments heads, allow th JO to learn from the Cheifs and first class about the programs that they will run and how to communicate with their subordinates. and Allow a Cheif to be a Cheif give Junior people someone to look up too and to strive for.

2. Figure out what a priortiy is learn the definiton of a priority and then ensure that the DH's, DIVO's, and Chiefs have a clear picture to allow them to lead their departments and workcenters.

3. Actually listen to the crew use your PO1's and PO2's (PO2 is not a junior sailor) and do allow people to be adults because they are.

Actually listening to improve and promote a healthy working environment, which this is easier said than done. The environment that is thought to be healthy by one person is not always the best answer for someone else. Always keep in mind people are experiencing outside issues other than getting yelled at for something so simple like cleaning stations.

i go with the flow. fucked up or not.

Reinstate the chief's job IAW the chief's manual.

supplies
not so many first classes
experienced higher up for their equipment

HAVING A STEADY SCHEDULE.

GENDER EQUALITY

Active and actual communication within the chain of command, to aid in scheduling, planning and supporting the mission. Actual trust and support from the upper chain of command in regards to being the subject matter experts for our equipment and programs. Proper planning in preparation for upcoming inspections, priority given to more important matters as opposed to other insignificant items.

Support Navy Programs that demonstrates the CNO's initiatives.
Bringing back CPO 365
Keeping the Confederate Flag/War out of the NAV Brief slides. THE UNION WON!

being able to stay home with my family longer than a week. More effective communication and understanding between all workcenters. being able to go to an actual school needed for my rate.

1. More port visits if possible
2. Better programs for help with quals, warfare pins, advancements
3. Expansion on MWR activities and events

I RECOMMEND THAT SOMEONE CHECKS THE CO'S WORK. HE HAS CONSISTANTLY DONE THINGS THAT REFLECT POORLY IN THE NAVY AND SINCE THIS QUESTION SAYS HE CANNOT BE FIRED, HE NEEDS TO BE CHECKED BY HIS SUPERIORS. WE HAVE BEEN UNDERWAY WITHOUT 2 QUALIFIED MASTER HELMSMEN. WE HAVE BEEN UNDERWAY WITH OUT CO'S STANDING ORDERS, JUST TO NAME 2 THINGS THAT HE DOES WRONG FOR THE NAVY AND FOR THIS SHIP.

Fire the captain.
I am serious, when people seek help for their depression, he thinks they are lying about it.
It's hard for people of lower rank to question him because they fear that he will immediatly send them to mast. I guess if you want the answer you are looking for, train the rest of the command to not be spineless to the CO. That it's okay to question his judgement and to seek professional help.

Address equal oppurtunity complaints throughout the ship. I hear multiple people talking about hostile work enviornments.

2. **Do you prefer receiving your award/ESWS pin/recognition immediately or at the first opportunity to receive it at an All Hands event? If you prefer being recognized at an All Hands event, is there a length of time which is too long to wait (e.g. one or two weeks)?**

I prefer immediately.

no. Just give me the award and lets call it a day.

YES. I WOULD ALSO PERFER NOT TO HAVE IT TAKEN AWAY BY CAPTIAN AYCOCK IF THERE WAS SOMETHING I DID WRONG. EVERYONE SHOULD GET PUNISHED FOR COMMITING AN OFFENSE BUT TO HAVE YOUR ESWS TAKEN AWAY FOR COMING IN LATE DOES NOT EQUATE.

I prefer to receive it immediately, but if it occurs at an all hands then one week would have to be the maximum waiting period.

i'm indifferent to how i'm being awarded an award. but it would actually be nice to recieve some recognition more often for the work i do put in.

Captian Aycock is the a dictator and the first Commanding officer to become a stage in the ESWS process. Once Sailors are completed with their CPO board they have to wait for the CO to have space in his schedule in order to complete a CO's board. This process creates a backup and allows Sailors to wait a longer period of time to obtain their ESWS Qualification. This wait period can be month after the completion of the CPO board.

N/A

IMMEDIATELY, AS SOON AS YOU PASS YOUR CO BOARD YOU SHOULD BE PINNED RIGHT THERE

not reconized at all hands event

Immediately. Anything over a week is too long.

i prefer to be pin at quarters with my division if i ever try to get esws.

I think this question shows the lack of priorty and focus that this command has, I don't think that of all the issues we deal with weather they are legit or complianing that the time of when a person recieves their ESWS pin should even be placed on so high that it makes it to the Command Climate survey. If this is something that needs to be brought up here then in short it has answered all the other questioneds that have been posed thus far.

While I see nothing wrong with wanting to make awards an all hands thing, I believe that if an awardee would prefer to recieve theeir personal award amongst thier division or would, for example, NOT like to celebrate their retirement on the ship, that decision should be respected. Anyone whose given twenty+ years to the Navy should be allowed to commemorate that level of commitment and achievement however they like, regardless of the personal feelings of the higher chain of command. He EARNED THAT.

All hands event or departmental event. No longer than a week.

Immediately

Immediately! Most sailors hate the publicity of an All Hands ceremony and would prefer and in house recognition. For end of tours, I think a divisional/departmental ceremony is also appropriate. All Hands events should be reserved for usual/special awards.

First opportunity at All Hands event. As soon as possible is best.

i prefer a more private setting immediaetly

I, personally, don't care about getting awards at all hands calls. I am fine with getting it at divisional quarters, if anything.

Immediately.

First opportunity. Sailors need to know that what they have accomplished is encouraged by the chain of command providing immediate positive reinforcment. They are quick to deal out NJP or DRB when you screw up, I feel the same efforts should be given to positive reinforcment.

All hands call.

Id want to get it at an All Hands call so the crew can see that good thigns to happen.

No. I also believe ESWS is silly.
Not trhe level of knowledge it promotes, that I find crucial.
But, esws has become "get signatures-memorize-memory dump-return to mediocrity"
It used to be an award only given to exceptional sailors. Not everyone is created equal and I wish this soft culture would realize that. It is the idea that we are all equal and crawling at the pace of the slowest man that holds us back.

no

Immediately.

The think that awards should be given at an all hands call in a timely manner. 2 weeks max.

All Hands events, within a month.

I prefer to receive it immedfiately in the presence of my division and/or those who have helped me attain it. Over two weeks is too long to wait.

IMMEDIATELY AND AT THE LOCATION I WOULD LIKE TO GET THEM SUCH AS (DEPT QTRS; DIVISIONAL QTRS ETC) AND NOT IN FRONT OF ALL HANDS. WATCHING MY SAILORS HAVE TO MOVE THEIR RE-INLISTMENTS TO DIFFERENT TIMES/DATES BECAUSE THE CO CANNOT MAKE IT IS WRONG. IT IS NOT THE CO'S DAY, IT IS THE SAILORS DAY. LET THEM ENJOY IT.

NO GIVE ME THE AWARD AT DEPT OR DIV LEVEL

I prefer receiving my award at an all hands but ESWS immediatly and by a Sailor that has ESWS not SWO. The average wait time is two months to be pinned, all that hard work should not go to waste. Two weeks is plenty time to wait.

I prefer recieving my award/pin immediately as I believe this could be done at a divisional quarters or departmental quarters. If it is something that is really big such as obtaining the next rank or a award that is not usually obtained then it can be held at a All Hands event seeing that that is an achievement that isnt always available to everyone.

While this question is somewhat silly the fact that enlisted personnel are being micromanaged by the CO and not allowed to be pinned till they participate in a nonessential board is just as ridiculous. If the ESWS program is working just fine while being ran by enlisted personnel all around the world, what legitimate reason is there for our CO to refuse a person's pinning till they board with him or till it can be done in front of a group? Honestly the whole pinning a warfare pin should in public or private should be that person and their division's choice.

ESWS pinning should be a departmental or Divisional thing at most. Awards should still be command events. But stop the non sense of the CO Board for ESWS. There were multiple sailors who had to wait for a CO board just to get their ESWS Pin. ESWS= ENLISTED surface warefare specialist.

it does not matter whether we get the award at AHC or divisional quarters, so long as the award is given close to the event for which it was awarded. especially ESWS--why wait for an AHC that may be weeks away when we worked so hard to earn the pin? We want to wear our pin/ribbon proudly as soon as we can.

Immediately!!!! i understand doing it at the all hands calls recognizes those individuals but everyone just wants to get there awards and keep going. not wait til an all hands call and have to stop what you are doing to stand in ranks for a few hours to get an award(s).

Immediately after passing board or event.

it should not be more than 10 working days.

This question is pointless. It is taking up space where an otherwise worthwhile question would be. Why is this even a concern?

ESWS should be given at personnel's choice. If they want to wait for an all hands call they can or if they just want to be pinned at divisonal/departmental quarters, they should have the option. NAM's should be given at all hands calls if they are leaving the command if it is a NAM for a good job for something then it should be the person's choice where to recieve the award.

I would rather receive it as soon as i get it and not 3 weeks later

Normally, I would prefer to receive it at an All Hands event, but on shiloh, I just want to get my award in a folder in my inbox. Interacting with the Captain is painful at best.

Immediately. It could be a Dept. quarters, or divisonal. It's not who's watching that counts, its the award itself.

At the first oppurtunity.

I would rather be pinned privately by my family and my old AEC. No All Hands event.

All hands call with in 2-3 wks, if any longer dept/div qtrs.

no comment

first opportunity

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I don't care. I know what awards I have and when I receive them.

I would rather get it immediately.

n/a

I don't see why it matters. Make both parties happy. As soon as you pass your boards and are declared fit to wear your pin, wear it. Then get command wide recognition at an all hands call. This topic is an a complete waste of time for this survey. this isn't something we should focus on. Why do i have to waste precious character space on this irrelevant question when I could be talking about other matters at hand? Why are the the most active ship in the fleet? Why do we have to work over time to make this captain look better when its his own fault for the positon he is in? Why arent these topics discussed?

PREFER RECEIVING IT IMMEDIATELY.

No comment.

I perfer having the recognition immediately, and maybe having the division come to observe it at quarters, but I don't think the whole ship needs to see my award/ESWS/recognition at an All-Hands Call.

I hear complaints on the level of involvement by the Captain on ESWS boards and sit downs and they would like to get their pin on a smaller scale and not wait for an all hands call.

immediately.

Immediately at all-hands events

At first opportunity

ONCE QUALIFIED OR SELECTED, THE AWARD SHOULD BE PROMPTLY GIVEN. THOUGH RECOGNITION IN FRONT OF ONES PEERS IS SOMETIMES DESIREABLE, ALL HANDS CALLS INVOLVE AWARDING OF OVER 50 PERSONNEL FOR MEDIORCE ACCOMPLISHMENTS, IT IS EXCESSIVE AND FEELS LIKE A WAY TO KEEP PERSONNEL FROM LIBERTY WHEN ALL OTHER OPTIONS ARE EXHAUSTED.

Personally, I would like to receive a prestigious award as soon as possible. Waiting for anything that was worked hard for, can be annoying, regarding the consistent waiting periods and unsure scheduling of certain boards. I remember a shipmate waiting two whole months to get pinned due to a part of a board that isn't necessary in the slightest.

It should be up to the individual but it is always good to recieve your awards or ESWS at an all hands call I believe.

Of all the things to worry about within this command, there are much more higher priorities. Why is this even a question??? Either way is suitable but a Sailor should not wait longer than 2 weeks to receive any type of recognition.

I prefer to get rewarded in from of my peers.

I would prefer to receive any award/pin/recognition immediately.

Doesnt really matter.

3. **Of the numerous initiatives and morale building events, which one most improved your personal morale? Was there an initiative or event that had a significant and positive impact to your Division?**

MWR or shipwide paintball event.

Pulling into port, it doesn't matter where the place may, Since being a Culinary Specialist i work very long hours out to sea. Land makes me happy.

Using the word numerous is a bit of a stretch, but when the CO gives us time away from the ship when we are rarely inport is about the only thing I can say boosts my morale personally.

I liked the fall festival and the Shiloh games day. I don't know why but when MRS. Stewart ran the FRG they did bus trips to places and all hands were invited why do we not do that now. Beer on the pier before underway is always fun too.

Any command that has to bribe its crew with off-days isn't exactly notable.

NONE. MORAL BUILDING EVENTS HAVE A NEGATIVE IMPACT TO DAILY WORK AS ALL HANDS ARE REQUIRED TO ATTEND AND DUTY PERSONNEL CANNOT SUPPORT. MORAL BUILDING INITIATIVES SHOULD NOT BE MANDATORY. THEY SHOULD ALSO BE CREATED WITH THE SAILORS INTERESTS IN MIND.

Nope

Captain's Cup in Singapore seemed to boost morale amongst the commmand but some divisions were not able to compete due to the workload.

Crossing the equator would most defintiely help boost morale.

NSTR.

The steel beach on 4th of July was a great morale building event. Firing off the guns was an experience.

no comment.

INPACT TO THE DIVISION, NO! THEIR HAS BEEN NOTHING TO MOTIVATE OR BOOST OUR MORAL IN OUR DIVISION SINCE CAPTAIN MORRIS WAS HERE. COMMAND WIDE MAYBE THE UPCOMING NERF BATTLE.

The only morale improving events are probably ice cream socials. The shiloh olympics is just a large waste of time and man hours where personnel can potentially get injured. One time, fine, but why 3 times? Olympics are held once every four years through seperate countries...And yet again a wasted question.

The single initiative I believe made an impact on the crew was the 4th of July broadside. Most other initiatives seem/feel forced.

Ice Cream social is the best event, one reason is that is were a lot of people can get ESWS signed.

0

no comment

funny but the most morale building event I've seen was not an MWR event but the night RAS all hands working party. Everyone understood the mission, thier role in the team, and felt like they were an important part of that team, because they were.

A four day weekend was the best at improving my personal morale. A close second was posting a morale phone while we are underway.

The Captain's 96 hour special libertys.

Captains cup improved morale. The idea that it was to be held at a higher priority than all work onboard the ship during Singapore is rediculous and took away alot of the Morale boost.

There is no ship in the Navy where morale is lower then Shiloh. The crew has been over-worked since leaving the dry dock and the Captain seemingly refuses to lighten the load. On the other hand, additional work is piled on. If the Captain wanted the ship to improve morale and succeed, he would take steps to lighten the load and convince his boss that we need time to take care of the ship, not volunteer us for missions.

the one that has improved my morale is the nerf gun war we are about to hold other then that no other one has boosted my morale we are out to see way to much and the watch rotation is hell because i am stuck in 3 sections when we could be in 4 and it cause me not to have time to relax or workout.

MWR does a great job providing activities to do underway and when we are visiting foreign ports. I believe that is a great morale booster for the ship when the underway's are long and tiring.

Let's talk about Singapore.

The CO put together a Captain's Cup event for the Singapore CMAV. This event was not talked about, the information not disseminated, and there was no schedule. There were no sign-up sheets; every morning at quarters we'd check the POD to see what event was happening, then we'd have to ask for volunteers to go. Attendance was mandatory. When one department was unable to provide enough bodies for an event, the CO ordered the department, in it's entirety, to attend the event. Forget 3M 1.3 preps; forget the maintenance that needed doing; forget the repairs that were happening at the CMAV. No, priority is watching people lift weights.

Morale dropped significantly.

This is endemic. All these "morale building" events are little more than the CO trying to put positive notes on his eval. As far as the crew sees, it's like giving your wife two black eyes and a dozon roses: it doesn't cover up what you're doing.

NONE BRING BACK CPO 365!!!!!!!!!!

None at all. The Navy/Command is undermanned. Every Sailors need to be qualified to do his/her division's jobs and other divisions/department's jobs too. You are not a good well rounded Sailor if you don't get qualify from other division/department. Mission. Mission. Mission. Where is the morale?

No comment.

Nope

command and dept during the DSRA improved morale. i would like to see the command put 3 hours of pt time a week into the POW for all hands. telling us to PT on our own does not work when we are looked down upon for trying to PT during normal working hours. the captain's cup had a pt focus, but that was only around for the few weeks we were in singapore.

Morale events when we used to hit ports and get sports games with the Host country. But hitting ports in 7th fleet is a lost story now.

Nothing improves morale more than working for a chain of command that enforces respect both up and down the chain. ER division is one of the few divisions known by both those inside and out to have a very good working chain of command. Respect is given, punishment as well as remediation is doled out appropriately. Even Engineering department as a whole is one of the better functioning departments due to its continual respect and care given by all members of the department to each other. But, if we must discuss bandaids(which is all those moral boosting events ever were) then I would say that the first Shiloh Olympic games were great. WE had a lot of fun. And the cookoffs were also very enjoyable too. Those events alone do not and will not make up for other deficiencies. But if we must put icing on poo then I guess that was the icing.

I think MWR is doing really well and try very hard. I cannot complain but they still have improvement. Other then that I feel morale would improve as things get better in home port.

Shiloh olympics in dry dock was a great group activity for the command, although not everyone is athletic. There should have been other events as well.

4TH OF JULY GUN SHOOT. 96 SL.

THE "INITIATIVES" ARE MOSTLY SMOKE PUT ON TO GIVE THE ILLUSION THE C.O.C. ACTUALLY CARES. THEY REALLY DON'T AND THE CREW KNOWS IT.

Nothing has improved my morale at this command. A lot of the events that are in place to improve morale or celebrate diversity are made mandatory for Khaki, therefore taking any enjoyment out them.

I think the Ice Cream Social/MWR Game Nights held weekly probably boost morale most while underway. In home port, I believe the best morale booster is Liberty.

None. It's impossible to actually find time to leave work and build your team.

department outings, i.e bbq, bowling and team building events.

96's. Time away from this place. I always come back with a clear head and more enthusiasm from when I left. Also, the amount of restrictions implemented in foreign ports is crippling to moral and only causes the wheel of liberty incidents to spin.

It is as if our leaders have forgotten how to parent. The more you restrict something, the more suboordinates feel inclined to do said thin, or something worse.

Give us a curfew and a sober liberty buddy, thats all we need. Give it a try. The effectiveness will suprise you.

We need CPO 360 back - but its viewed as TRIBAL and as contrary to the PMT. This leadership thing is a joke.

Cookouts, my division goes out for lunch or dinner as a family and we increase morale amongst ourselves.

Not one. No matter what this CO has tried, it has always seemed to just force more work, providing 50/50's or manditory fun. All of these things that we are being forced to do just cut into our overwhelmingly demanding schedule and cause more stress.

Steel Beach picnics, or things that are out of the ordinary to the daily/weekly grind of being underway.

Nerf war.

my imidiate chain of command

Dinners in Singapore.

I believe the CO's cup created a lot of cynicism amongst my division and department. I understand the concept was to bring us all together in a forum that encouraged teamwork and physical exercise. However, it felt that we were again prioritizing the wrong things. The sailors care about their equipment and their maintenance, but by forcing mando-fun on them, we are taking away precious hours of maintenance time, forcing them to come in during liberty hours, sacrifice sleep, or receive poor scores on 3M inspections, kicking the can of maintenance checks down the road for another day. I don't know what the solution is; I do think similar activities are good for the command and that sailors will always complain.

Something I think we've done a poor job at implementing is Steel Beach picnics. When we had the one or two, I've enjoyed them a lot.

The best event that I seen is watching CMC depart that was the best fairwell that I have ever seen in my career

I can't wait for the NERF war. Jumping in the ocean was fun.

There are people in this command that bring the morale up daily STG1 Hagedorn who is always livley and smiling, CS1 Tension sings to wake us up at breakfast, SHSN Camacho who is always quirky and makes us laugh while feeling up the vending machines. These and many others help keep the morale day to day, however there was no one single even that has been provided by the command that has been a morle booster to mysefl or anyone who I have talked to, though certain events i.e still beach picanic as well as capians cup games were enjoyable they usually come at some expense to the crew.

i like the steel beach events.

Stop making morale mandatory events. Start build rapport amongst the crew.

not able to ever attend events allways working

None

There are none onboard SHILOH

steel beach

The MWR trips in Singapore were the biggest morale builders for me.

NO

What events?

THe event that most improved my morale was the MWR Game Night. No

4. **Do you have any recommendations for improving the check in or check out processes aboard ship? For the base?**

Yes I do. Instead of admin lying about messing up their paperwork process for check ins or check outs, and threatening service members with mast because that person doesn't want to extend his contract here, have admin punished for being so lax on their policies.

SAILORS SHOULD BE GIVEN 2 WEEKS IN INDOC TO GET QUALIFIED DC AND LEARN 3M BETTER.

None.

actually sending out a email with brochures for japan and housing.

Have racks available and "Clean lien" as well.

No

N/A

none.

Start Indoc sooner for check ins and allow the people they need to see to sign them in during indoc.

The check in sheet is horrible. Too long and specific. Put on what is necessary, but have questions on there so, for instance, if they don't plan on having a motorcycle then they don't need to seek out BMC.

Nothing

As a middle level leader, I would like to see some kind of tracker on not only the check out paperwork, but all admin related personnel items. Admin seems frustrated and as if it's a huge inconvenience to check on the status of a member's TIS. But it is equally as infuriating to find out two weeks after it has been routed that it was missing some vital competent and was kicked back five days ago from CMC, for example. I want to trust the routing process, but I know it's broken sometimes. So maybe if the khakis were sent out a view-only copy of admin's master tracker for each department, that would help us out a lot, as well as admin so they are not inconvenienced with a personal visit to admin.

None.

faster off ship because everyone i have talked to says this is the worst ship they have ever been on a faster goodbye would be prefered

The ship's could be expedited if most of it was handled in indoc. Obviously things like Duty Section assignment, medical records, email account, ect need to be handled quickly. I don't think that meeting the DAPA, PFA, or SAPR coordinators need to happen at check in and at indoc.

Yes. LET SAILORS LEAVE ON TIME! Just becuase leadership has failed to prepare the workplace for the transition of an individual, doesn't mean screw them over by taking their time to check out properly of the command OR the base.

Too much of a cluster when people try to separate, they receive little notice and are expected to immediately show results.

Yes. Update and post to niaps the current personnell currently holding positions on the check-in sheet ie:motorcycle safety:-------,ect;

-on the ship is good, but give more time with most items due to some departments available, because 72 hours is to quick and then the service is being asked why it was not completed due to some department be busy, -on base is Base houseing and PSD not allowing a service member to not getting there BAH until they have there ships stamp for check in and sometimes the service member can be at TPU for a month and do none of there Housing due to there command being unavailable, while they could be doing all there house hold goods and getting there place to live, so then can be mission ready within there first month being at there new command. as right now, it takes months to complete there request for a home and to completely move in and complete all there paperwork. but in this time they are not mission ready and causing a delay in work load.

This process is a nightmare. You are never given the time needed to be off ship coordinating a check in or out.

We should do these at a timely manner and take in account for underways. I have seen instances of Sailors who had less than a week for Packout and Base Check out after returning from an underway.

My sponsor never replied to any of my emails.

NOPE

GIVE THEM SUFFICENT TIME TO CHECK OUT. DON'T ASSIGN THE PERSON A BUNCH OF TASKINGS. THEY ARE ABOUT TO LEAVE GIVE THEM TIME TO PACK OUT. CHECK OUT AND PLAN FOR THE FUTURE.

It comes down to caring about Sailors. Average check out for the command is about 2 and a half months after their rotation date.

I think the sponsorship program needs to be improved to help the process be better! I understand sometimes it is hard to contact the person but some divisions are not helping people get accounts, check in properly, or get customed to the environment within the shop. That is the sponsors job and it should be improved.

Well the check in process has actually improved a lot. So thank you CO and Admin for doing a great job there. However, check out is still a nightmare. A mixture of misinformation, and lack of time or motivation on all parts. If we were as concerned with the check out process as we were with helping people get orders, command wide, this wouldn't be an issue. The misinformation and time management of admin/leadership can be fixed to a degree, but the motivation of an individual person to fill out the paperwork will forever be the struggle. Making it as easy as possibly to understand and complete will help in taking away any legitimate complaints or exscuses on their side though.

When I go through it I will let you know.

Make it faster. most people have to wait, sometimes past there time to leave or transfer and thats not cool.

Have people actually support the new sailors and not tell them to come back later or that we are closed. Everyone is busy take the time to help the new sailor out and talk to them. That first experience is a lasting one.

Do not just drop Sailors off in front of PSD and tell them to check-in to TPU if his/her Command is underway. Show them where it is and give them more guidance on the liberty policy. A lot of Sailors just walk right outside the gate right after they just off their stuff in there room at TPU with other Sailors who finished AOB. Also, do not tell the Sailors to take a taxi or walk to the pier to meet the ship and the COC by 1400 when the Sailors is TAD to AOB and has to check out of TPU. That's a really horrible sponsorship.

START LETTING PEOPLE HAVE TIME TO FIND A PLACE

I haven't experienced any check in/out processes, so I cannot answer this question.

There should be a more enforced way to go about a the check-in/out process on this ship

yea let people have time to do it

No.

Indoc should happen sooner. All personnel should be required to go to AOB ICR before they even get to the ship.

A detailed listing of offices, individuals, and the times they are available both onboard and onbase. Currently there is no concise listing. If a particular signautre or registration is unavalable, appointments for a later time should be made. The check in process can be completed in a maximum of one week.

CMD indoc once a month

maybe CMD outdoc once a month as well

no comment

0

Yes,have less procrastinating when receiving check out paperwork. If someone is in their month of leaving the ship they should be allowed enough time to take care of everything, i.e. packout, move out, and other paperwork. I hear a lot the ship holding people 1-2 weeks before they are supposed to leave when the person has hard copy orders somewhere else.

The check-in process is so much better than when I checked into SHILOH. I cannot comment on the checkout process yet.

Finally a good question. Im not sure for the base. Though too many people are being opheld among the shiloh. Maybe its because were undermanned because people who speak out at the captain are removed from the Shiloh and sent shore side. People have lost their orders from them being opheld. I need to say nothing more on this. They lost there orders by being opheld, that is just completely and utterly irresponsible.

YEAH! ONCE YOU CHECK OUT GET THE PERSON OUT OF THE COMMAND AND NOT KEEP THEM AROUND TILL IS CONVINENT FOR YOU TO LET THEM GO. ALSO MAKE SURE THAT ADMIN DOES THEIR JOB AND GET EVERYTHING IN PLACE FOR THEM TO LEAVE. ITS NOT LIKE THEY DON'T KNOW WHEN THE PERSON IS CHECKING OUT!

No comment.

It seems like the sponsor taking around the check-in is not as a big of a priority compared to other tasks that need to be done for the work day. My check-in sheet never got finished.

It seems to be re-invented on a weekly basis. Sailors check out with no EOT, many officers dont receieve an EOT at even though they worked hard and put in the time and effort, its easy to blame an Officer thats leaving for stuff going wrong within the division and the result is no award. Many of our sailors paperwork gets screwed up and they get short changed on PCS leave, schools, awards etc....

No.

Need to put more emphasis on the shortfalls of PCSing with a family and pets. Although it worked in my favor, needing almost $12,000 in yen to move into an off-base house was totally unexpected.

CHECK IN PROCESS IS A CHECK IN THE BOX FOR NEW, FIRST TERM SAILORS TO RECEIVE BLUE CARD RECOMMENDATIONS. CHECK OUTS ARE NOT AFFORDED ADEQUATE TIME TO FULLY COMPLETE CHECK OUTS. PERSONNEL TRANSFERRING ARE ALLOWED TO LEAVE AT LAST MOMENT POSSIBLE IF NOT LATER. LET THEM LEAVE. KEEPING ROTATING SAILORS FOR THAT LAST 5 DAY UNDERWAY HAS NO POSIBLE IMPACT TO THE COMMAND AND HAS A GREATER EFFECT ON THE SAILOR

No.

The navy has been transfering people for over a hundred years and on Shiloh we make it a brand new process every time. We need to come up with a stream lined process with transperancy in the command.

I have had several tours in this AOR and this command is by far the worst when checking out of the command. When it comes to transfer eveals things tend to get sucked into the black hole called admin. Sailors are often taken underway due to "operational commitment" when they have less than 1 month to transfer back stateside because the CO does not want to leave anyone back on shore. The recommendation would to ask other commands are doing right and take their module and do the same thing.

One week prior before the sailor check in/out of the command that person name should be placed in the POD to inform the Senior members which would make the process easier in my opinion.

No.

5. **What are the top 2 services in SHILOH? What makes them the best? What are the bottom 2 services in SHILOH? How can we improve them?**

RADIO and ENG, - quick response and strive to keep improving

its not bad but the galley could serve more portions of food to the crew, most of the time they serve a little and tell the crew to come back 15 min before the line closes but not everyone has that option, and what ever extra they have only ends up in the trash

Shiloh is known for getting underway and breaking the crew members Marole. I don't think there is a way to Improve this at all.

Best
1. SHF - wether making a phone call back home or using social media to reach back home, that is how I reduce my stress from this place.
2. Ship's Store - at least we have that for when the food is terrible.

Worst
1. Admin - Better customer service! Have the ability to track things going and coming in and out. So many times things are lost or misplaced. Directly tied to question 4 above. Why is there a Chief in admin that can't seem to get the admin department together? When you go there, they make it seem like if they help you, they are going out of their way ... It's called doing your job!
2. S2 - if you want to know how to improve, take a closer look at the leadership. TRASH! if the CS's don't care, then the food will in turn be terrible resulting in the drop in morale. It might seem small but on a ship with this many problems, that's all you need to light the fuse.

Morale phone and pizza night held sponsored by certain messes. The bottom two services are the Liberty risk program and MWR

I don't have an opinion.

I AM UNSURE ABOUT THIS QUESTION. I AM UNAWARE OF ANY SERVICE AT THIS COMMAND. SELF SERVICE LAUNDRY IS A JOKE

Top two would be the ship's store and the MWR due to their efforts at morale building. Bottom two would be supply/parts issue and hazmat issue. Bottom two because my critcal ordered are always cancelled and hazmat seems to not have a consistent schedule of issuing hours.

No comment.

Top services: Overall the command supports each other and we have to make through our time served onboard here. The bottom services are anything that SHILOH touches. Theres the Navy standard which is the expected standard or outcome, we have to re-invent the wheel on everything and become more stringent than the Navy standard and make more busy work and have a million COAs that fall through. We also feel like an exception to the rules that big Navy has laid out and try to expedidiite processes that are established and end up shooting ourselves in the foot. Let the system work (e.g. supply) and go with the flow. We go at everything full throttle and make everything a priority. When everything is a priority, nothing is a priority...it all turns into whitenoise.

Top 2:

1 - Mess Deck services like the drinks/coffee machines. It may not be the best quality, but the current MDMAA (STG1 Hubbard) always make sure they're filled and working. The MDMAA was happy to get food for me after chow hours as I was doing the M9 gunshoot.

2 - Ship's store always have great new things in stock.

Bottom 2:

1 - Deck Tool Issue. They're always low on what I need. It took two days to do a little bit of perservation as we were running to other ships for their tools.

2 - Barbershop. The quality of the haircuts are atequate but signing up to get one is always an obstacle. They place the sign-up sheet after clampdown at 0830 and I have to stop cleaning early in order to wait in line to sign up. Usually there are names on the list before the list is up on the barbershop door. Barbershop needs more time slots. 30 minutes is too long and I think 20 minutes a haircut is a proper time slot.

this is a trick question i will not answer. No comment.

THE 2 TOP SERVICES I WOULD HAVE TO SAY ARE SUPPLY AND ENGENIRING, BECAUSE THEY ARE THE MOST UNAPRICIATED AND HAVE THE LONGEST WORKING HOURS SAILORS IN THIS COMMAND.

THE 2 BOTTOM SERVICES ARE THE TRUST AND RESPECT WE HAVE IN OUR UPPER CHAIN OF COMMAND. (IE CO, XO, CMC).

S2 (Shipstore, barbershop, and vending machines) and S1 (Parts and supplies). The worst two aren't bad at all but if i had to chose I would say S2 and admin. Another question thats irrelevant and trying to point blame away from the CO. Was this survey tailored to benefit the CO?

#1: check-in process: I had barely any interaction with my sponsor, and I did not have anyone to show me the ways of the ship. I didn't even turn in my check-in sheet (I still have it), but that was acceptable then. Now, we push our sponsors to make sure sailors know how to get here and are welcomed to the ship. If they have no experience with the 7th Flt AOR, we make sure they are taken care of.
#2:
2nd from bottom:
Bottom:

MWR and ships store, MWR gets things planned well ahead of time and gets it out to the crew to make the plans and it is actually fun. The ships store has a wider variety of choices now.

Supply- cancels supplies without warning or reason, loses things so more work on the work center to get things routed again. Claim they have supplies and really they don't and then make the work center order parts or supplies again.

0

no comment

I know S-2 has had thier bumps but the food on board is very good and consistent

Top 2; Mail and Galley. Bottom 2; Ship's Store and Vending Machines. Offer healthier food items; soups, dried fruit (not candied), leaner protien, etc. Less simple sugars, and fewer sodium rich products.

Top - Ship's Store / Barbershop.

Ships store, it is always stocked, the custodians are always nice, and it provides alot of Morale.
MWR, they do alot with the little time we are given.

Gunshoots are rare, people are not quallified in BTL fast enough to support watchbills.

Watchbill writing, it is terrible, last minute, and there are too many hoops to jump through.

Top services: none

Too many bottoms services to list.

the ship store because they people that run it (THe junior sailors) they make it fun to come in havea little conversations and get your stuff and leave

ADMIN does a good job with keeping up with the paper work that is required but there are times where peoples leave chits, transfer packets/orders are lost and missed placed and personnel are stuck on the ship and theres nothing they can do about it and ADMIN blames them instead of taking responsibilty for not doing there job correctly sometimes.

Top:
1. Foodtimes are met on time.
2. Can't think of another.

Bottom:
1. S1. I try to order parts, they get cancelled, and there is no explanation, no advice given for making things work. This happens on common parts, such as valves, more often than specific parts for systems.
2. Routing. If anything has to go up to the CO, it inevitably gets delayed, delayed, and delayed until it becomes too late or is on the brink.

THIS IS STUPID QUESTION THAT I PREFER NOT TO ANSWER, DUMB!!!!!!!!!

Strength
1. Hot/cold water - shower always has hot water and cold water. Not just one or the others
2. Can't think of any at this time
Area of Improvement
1. Self Laundry - Drying clothes is the problems, not washing. Try to see if Command can add more dryers.
2. Supply Division - Please treat everyone equal when they get food, do not give him/her more food because he/she your friends. Same goes to coveralls and boots. Some Sailors still only have one pair of coverall issued because of favoritism on board.

No Comment.

na

The only service the Shiloh provides is the BMD Commander of the Navy. Its a made up position just like half the Officer positions on this boat.

Hmmmm I used to say that the Chaplain and Ship's store were the top two services to swear by on the ship. But now I would say that the top two are now Ship's Store and ER09. Ship's store because their absolutely positive and encouraging customer service alone makes taking trips there a nice reprieve from watch or work. Their choices for products are also almost always spot on. ER09 is good because they respond to a very large amound of customer service calls on a daily basis helping divisions out with many menial hits or tasks. Chaplain services while not the worst are no longer the best ever since LT (b) (6), (b) (5) left. I know the CO may have had poor views on LT (b) (6), (b) (5) but he was the crews life line. He treated everyone with respect, went above and beyond to find solutions to difficult problems that coc's would not find themselves, and overall gave his best to improve this command. I hope he is at least a LCDR by now. He truly deserves it as well as to be a Capt one day.

Top
1) Ship Store - Flexible hours and allows each shift to be able to obtain something.
2) Laundry - I think the whole ship helps out with cleanliness of it but having it available all the time is very nice as it could have specific hours which would make it incredibly difficult to do laundry.

Bottom
1) Barber Shop - It has a first come first serve sign in that is posted directly after sweepers. This creates a problem for people who work quite a distance away from the barber shop as the list will be filled before they can arrive to sign in after sweepers, and they are not allowed to go during sweepers.
2) I don't have a second.

Top 2:

Bottom 2:
-IT Services/Computer availability
-Schedule

Ships store is good.
-barbar hard to get on the list to get a hair cut.
-laundry is terrible need more washing machines and dryers i have to do laundry at 0200 to get a washing machine.

NOTHING TO SAY

another weight room and more commputers

The vending machines often will take a Sailor's money, or soda will not be put in the correct slots, causing Sailors to waste money to get what they want.

I do not attend services held on SHILOH.

- the shiloh has a good MWR and ships store.

- the bottoms services are medical with seeing services members and having them checked for real problems with health and not being able to deal with the health problems because of deployment scheudule, and health problem causes the service member not able to preform there job and lowers there mental out look of there health in the navy.communication with chain of command is the second and the best thing to improve, the problem can solved by letting the service member ask questions and be able to ask and have no repercussions for asking a question to a upper chain of command.

Can we get real coffee? And replace one of the hot water urns with fresh coffee to have for anyone at anytime of day? My last ship had this, and it is a simple way to subtly move moral in the right direction.Show us you care.

CSAAD is great, SAPR is solid. Mentorship is an underground program.

Services?

BEST
1) Ice cream social. This is a great way to unwind, eat some delicious ice cream, and get signatures for PQSs and ESWS.
2) Steel beach picnics. This is another great way we all come together and hang out outside of working.

WORST
1) Captian's Cup. That was done at completely the wrong time. It interfeared with work and felt more like a chore then an actual fun event.
2) Ad Hoc. These feel more like pandering then anything. I'm not a huge fan of observences for everything so I don't participate and making some of them mandatory is against the point.

Ship store and Pizza Wing night. cant really improve them

Best:

1) Food service - hard work, customer service
2) Operations - good watchstanding

Lately the ship's store has improved a lot. Not only the selection, but also the attitudes of the SHs. It's not a good feeling to walk in and feel like you're inconveniencing a person whose only job is to sell to you. Radio/IT services are also very good!
I believe food service has a long way to come. There is just no ownership in the food that is served. I understand every once in a while a meal is late or cold or just not good. But I think it is food service is more than handing out a meal, it's genuinely caring that the personnel are well served. Just like when a shop is closed during it's issue hours or someone is late to a spot check, the providers apologize and try to make up for it. Instead, a common response will be along the lines of "at least you have food." That's not service. Additionally the laundry service has been awful. The washing machines are SO dirty and your clothes come out smelling worse. The uniforms are left hanging for pick up for an entire week at a time.

Food is always on time. Plenty to choose from. Supply is losing sheets and we have to put in Anors paperwork 3 times and they keep losing it. They check off someone received a part, but no one onboard has it so we have to request another. Getting help from other departments to help your division can be tricky and it takes time. People aren't motivated to help others out.

The Ship store has done a great job, and should be congratulated for thier contributions to the ship morale.

self service laundry is the best.

N/A

Top 2 services-none

There are no top services on SHILOH.

don't know.

Top two services would have to be MWR and Site TV.

THE TOP SERVICE IS THE GALLEY. THE COOKS TRY THIER HARDEST. THE WORST SERVICE WOULD BE THE LAUNDRY AND SHIP STORE SELECTION.

What services are available on the shiloh and how do I become a part of them?
It seems that if there is any downtime the captains just wants us to work.

Appendix C: Written Comments from Your Organization

NOTE: The answers appear exactly as they were written on the survey:

Organizational Effectiveness Section Comments

The ship schedule is terrible, I'm just a tool to make the next person get promoted(look good).My advice gets dismiss because I get muster instead of my presents being requested, We have all these programs in place to make the attempt to help others on paper, So why can't their be a system in place to actually help sailors get out the military with out have to either fail your physical exam or get in trouble instead of a early out chit that gets denied of you be resented by you command for routing one. We sacrifice our time for a betterment not to be tried like hostages. However the Command makes attempts to make things better only when its survey season, You can't control everyone on this ship there are some good sailor and there are some that's lost but there is a percentage that just don't care and the fair of administrational discharge wouldn't stop them.

The ability to communicate and prioritize at this command is beyond unsatisfactory. There are multiple planning tools being used but some days we can not plan further than a week out. Leadership is constantly making changes and that does not always make it to the crew. The running joke at the command is New Rule Tuesday, because what was in place last week has completely changed from what will happen the next time. This is my 5th ship and by far the worst commad i have ever been a part of. I want nothing more to tranfer and try to forget i was ever associated with this ship.

People work in fear day to day for the ideal of going to DRB or Mast for random reasons out of thier control. Thier has been a tone set at the command that we will send people to DRB for any reason both undermining the authority of the Chief's mess, and the disciplinary process and taking away the trust of the junior sailors that the chain of command will back them. There is no trust in the chain of command here to ever do the right thing for the sailors. I know that I will never let anyone on the ship know if I am having mental issues for the fear of negative impacts to me and my career. It is no fault of medical or the chaplain that this happens.

Our command's efficiency regarding organization is tremendously lacking. Being in the military, I would have hoped that it would be a lot more progressive, but it isn't the case. Being forward-deployed does cause for slight disorganization, but it seems as though our chain of command aren't exactly adept to acting on their feet. The overall directive is never clearly defined and it causes unease and hostility throughout the upper echelon of command. The schedule is consistently prone to change at any given moment and our reaction, collectively, fails to reach anyone's expectations. At the moment and for a while, I haven't been satisfied with the organizational structure of the command. Leaders are novices themselves and can't communicate what the main objective is to their subordinates.

ORGANIZATION DOES NOT ACT AS A TEAM, BUT AS A SERIES OF TEAMS DETERMINED TO ELIMINATE OTHER TEAMS. HEALTHY COMPETITION IS ACCEPTABLE, BUT IT IS BEYOND THAT HERE. SHIP SCHEDULES SEEM SHOT FROM THE HIP AND COMMAND IS VOLUNTEERED FOR MISSIONS. DAILY SCHEDULES SEEM BUILT BY ABILITY OF HOURS AND NOT ABILITY OF SAILORS. POLICIES DO NOT FIT COMMAND AS A WHOLE, BUT TO THE MORE FREQUENT USERS OF THE POLICY. POLICIES AND BRIEFS ARE A LINE ITEM, NOT A TOOL. IT CAN BE PROVEN THAT TWO PERSONNEL WITH THE SAME OFFENCES AND NO PRIORS HAVE TWO COMPLETELY DIFFERENT PUNNISHMENTS. COMMUNICATION IS ABSENT. SHILOH IS A PLACE TO COME AND WAIT UNTIL YOU GO HOME. NOT A PLACE TO ENJOY WORK. HAVE YOU EVER READ OR SEEN THE BOOK CAINE MUNITY? IT FEELS LIKE THAT HERE.

Things are always disorganized. ALWAYS.

No comment.

Easily and hands down one of the most ineffective commands in the Navy. Caustic micromanagment stunts growth of Officers and Chiefs alike. The XO has already been removed from many processes (XO Eights have now become CO Eights and the XO is required to go relieeve the Dept Head on watch so they can attend). This negativity flows down the ranks (notice how I didnt say trickle). The sailors are not dumb to it. 13 hour INSURV meetings, the fact that the CO is micromangiong weekly IMSURV meetings down to each individual check and ensuring the E1 to E3 has hazmat to perform the check by having that E1 read the CO the check is absurd, its waste fraud and abuse. Constant schedule changes and the inability to plan due to superstition just further add to the ineffectiveness. I just pray that we never have to shoot down a missile from North Korea for a BMD mission because then our ineffectiveness will really show

The punishments given out at NJP's are very harsh for a first offense. It seems like the command wants to kick out anyone that made a mistake and bring in nothing but new junior sailors and hope the new ones are better than the old ones. There is very little evidence of the command giving people another chance to be a successful sailor. It's a ploy to make the senior officers' evaluations look spectacular. Lieutenants become Lt. Commanders, Lt. Commanders become Commanders, Cdrs become Captains, and the Captain becomes an Admiral. It's a game that ignores that humans make mistakes and those humans still want to be great sailors if you give them another chance. It lowers morale when anyone could get in trouble for anything, and nothing is kept at the lowest possible level anymore.

Yes, there are a lot of morale-boosting events like movie nights and flight deck picnics, but that isn't what will fix the system. I want the command to start keeping things at the lowest level again.

The CO created a "TOXIC" work environment that makes an easy exit to those who cannot take the pressure, and leave the burden on a division with low manpower. Creating more problems, causing a chain reaction. How one can be motivated when the CO bluntly and immaturity make comments like "the ship store is Ghetto" and mocking junior sailors because of there mistakes and placed on Liberty restriction. The CO mock JR. Sailors with comments "I will enjoy liberty, because im not on Class Charlie". I believe if the CO feels so free to make these comments that I stated he honestly don't care about his crew's morale. I been in the navy for 12 yrs, and I never felt the need to participate in a CMEO survey, I will say since CAPT AYCOCK took command I yearn for every CMEO SURVEY Season. I wonder if this Survey will make a difference, I praised the first class mess for coming up with events to boost crew morale, and recognizing the stress their junior Sailors go thru. I hope this CMEO makes a chge

THE COMMANDS EFFECTIVENESS TO GET THE JOB DONE IS GOOD! BUT HOW ITS GONE ABOUT TO GET THE JOB DONE IS HORRIBLE. ENLISTED KHAKIES HAVE LITTLE TO NO AUTHORITHY ON HOW TO DISEPLINE OR COUNSEL ITS JUNIOR SAILORS BECAUSE OF THE COMMANDING OFFICER. JUNIOR SAILORS ARE AFRAID TO SPEAK, RELY, OR CONFIED IN THEIR CHAIN OF COMMAND ABOUT ANYTHING WORK RELAIDED OR PERSONAL, BECAUSE OF THE FEAR OF BEING PUNISHED FOR IT.

Organizational effectiveness? I'm sorry but I see a complete lack of effectiveness to be one hundred percent honest. The Singapore seamav was a complete joke. Hardly any work was done, the most effective work i saw done was the new stratica in the general workshop p-way. It was a complete waste of time, money and resources. On top of that why if it is a working port and we have "essential" repairs to make, would we be forced to supply valuable bodies for "mandatroy fun/Shiloh olympics"? It is completely counter productive to the mission. The only thing this seamav accomplished was to add another tack mark to the CO's "record". All it was is just to add a bullit to his fitrep when he leaves saying what he has lead the charge in and changed in the 7th fleet for the better. What he has managed to do effectively are drop moral to an all time low, remove the first class and chief powers to effecitvely do there jobs as enlisted supervisors and ruin new sailors perception of the navy.

I believe leaders in SHILOH work well as a team, but we struggle with communication and executing a plan. We are so focused on the hot ticket task at hand, we do not coordinate and communicate for the next task until the day before. Sometimes this extends beyond the bounds of a single department so sailors across the ship are scrambling. So when I say we work well as a team (both leaders and members alike), we more often pull together when the rubber meets the road. When we do coordinate and make a plan, we have trouble sticking to it. Sometimes this is transparent, sometimes it throws other carefully scheduled aspects of the coordinated plan (like board schedules) into disarray.

I think that most of the wardroom is more worried about their own self's rather then worrying about their people. There is so much hostility between some of the Officers that most of the time I just see them doing things just to spite the other one. The Chiefs have had most of their power taken away from them. And the First Classes have no power at all.

There is very little to none when it comes to organizational effectiveness. i say this because we work in FDNF, we know the ships schedule changes we understand this and accept this; what we don't really accept is the constant change internally to the ship. Always the constant changes during the week, i.e. tasks being added while the plan of the day is already out, or vice versa. Tasks are being piled onto each other. One division may literally have three things to do at one time in the plan of the day which is illogical due to either not enough personnel or the plain fact of bad planning. Being at sea and once our return to homeport is made the crew has 4-5 different certifications to participate in, explosive safety, supply, 3M, keen sword, just to name a few I know of. This planning to have these certifications done at the same time is completely irrational. The crew is lacking personnel and readiness for all of these to happen because of something else needing to get accomplished.

If maybe we had a legit this is the schedule during underway and not I don't know where we might be going next would help the morale of the ship and that will eventually help the effectiveness of the ship.

Power is being taken away from the chiefs mess, less micromanaging and prying from the top would encourage Leaders to step up leaders if they are treated as such. Morale on board seems to be low but I haven't been onboard long enough to pinpoint exactly why but I feel like the previously mentioned has a big part to do with it. People onboard Shiloh are driven to do there job out of fear of reprimand and not out of there own personal initiative and pride in there jobs. The Chiefs mess and the Junior Officers are feeling powerless and unable to do there jobs.Trus more and micromanage less

My life has changed drastically since being onboard SHILOH. I wake up everyday depressed, hating life while wondering how I will make it through the day. We are constantly working even when were in port were working we never get time off. Being in port for such a short period such as 1 week or less it should be duty section only but instead were working late hours while in port. The crew is slowing falling apart we have no drive to do anything because were being over worked. You have people walking around suicidal and going crazy literally because of the work load. Shiloh is a command that is ran off of fear of ████████ . The command itself is a playhouse. The leadership within the command is horrible from the officers to the chiefs down to the first classes. It's sad knowing that you can't count on your COC to have your back professionally and on a personal level. Officers, Chiefs, LPOs are afraid to speak up due to them being afraid of ██████ . It is a big disconnect.

No comment

we are becoming more effective internally.

externally I often wonder who is making decisions

I believe that this organization is effective in regards to the overall mission. However, I also see the command's short comings in reference to individuals. Whether a service member is popular, rather than if they are effective for chosen assignments. If a service member asks for assistance in a specified area, and is met with complete disregard. Leadership failing to enforce standards of conduct by turning a blind eye to derogatory comments, use of slurs, and unprofessional behavior even when a service member presents legitimate concern. These are only a few mild examples. This command has met these instances with a spectrum of hostility as well. The command is effective to the overall mission, this is true. In the vein of its people, no it isn't.

Shiloh is a mixed bag when it comes down to organizational effectiveness. Leadership seems to not be on the same page often times when it comes to tasking and getting the job accomplished. Communication top-down is severely lacking, and trust is all but gone.

This vessel is tasked with a lot. The CO came over the 1mc and stated that the BCA/PRT would be sometime late November, since a lot of people were asking about a 10 week notice to the PRT. Today, 11Oc, the CoC informed us that the BAC will be when this ship pulls in, which is in two weeks, and the PRT portion will be in Nov. With the understating the standanders of the sailor held to, the CO should look out more for the crew and infrom the crew the short notice about the PRT or may be pushed back the date till she pulls to give the crew a better chance in porforming a fighting chance to stay Navy. The CO dose a lot, looking out for the crew is something that need inprovment. I might be that one sailor failing due to lack of a careful CO who is on his own mission. I want to stay Navy.

USS SHILOH is highly effective at getting the job done, because we don't have a choice. We operate in defense of our countries freedom, to do otherwise is treason. There is no doubt that we are able to perform when needed. The only doubt is whether or not our sailors will "hold together" emotionally, physically, and mentally. SHILOH is always underway, spending more time in ports like Singapore and Sasebo than we do Yokosuka. This is by no means the CO's fault, nor is it the reason stress is as high as it is right now. The stress comes from the lack of communication in the upper chain of command and the lack of confidence in the Department Heads. Decisions are made, last minute or not, that increase the difficulty of the task at hand and we are told to suck it up. They are then brought to Ops Intel, only to find out that it was not, in fact, the Captain's plan, but the Department Head's and it is then made clear that the idea is evidently bad and that we just wasted most of our day.

This is the least effective organization I have been involved with during my naval career. Priorities are often misaligned and changed on a daily basis. If the Captain wants work done properly the first time, then he must properly take into account the amount of time neccesary to accomplish the work. Simply blaming the senior leadership for not being an effective is a simple way to ignore the greater issue: poor expectation management. If the CO or anyone else him truly cared about the success of Shiloh, then they would allow us the proper time and resources to accomplish our mission.

this command fosters a enviroment that makes junior sailors affraid to do there job and its because they feel like if they make a simple mistake they will go to mast for it. if you make a human error like miss cerfew they feel like they will go all the way up to mast because the command dooes not have there back

When the CO first got here, he fired the Chief's Mess until they could fix themselves, basically to get them to admit fault. This had the effect of removing a fair portion of the Chief's power onboard, and of instilling an amount of fear toward the CO. This fear persists because the CO continues to arbitrarily award excessive punishments, sometimes outside of the punitive actions. As such, there are few people who want to talk to the CO about matters of any import. Things that should be brought to his attention aren't, leaving too many things unaddressed. Things that do not need to be brought to the CO, however, still tend to be shut down if they are not in line with his personal priorities, which don't always match the mission at hand. This fearful "trickle effect" results in an ineffective organization that is too terrified to try and fix itself.

This CO thinks that eveything has to go through him, he does not let the department heads and the CPO mess take care of the Sailors. nothing can be done without his approval, we understand that he is the CO but people feel restrained from making every decision. I have heard senoir people here say that they are afraid of us. I see th elong hours that my upper chain of command puts in and they go un noticed. the CO swears that this command is fully manneed but everyone is struggling to do thier jobs because of the amount of work to get done and very little people to do it, soemtimes the schedule does not allow for a person to be two places at once meetings, meetings meetings and he talks down to every one of his sailors. He is one of the worst moral demotivator CO even talking to my peers they agree that they have it better

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The organization could be more effective if the leaders listened to the members. Too many of the leaders think they know the best route or ways ahead and will not listen. This causes the members to feel like they are not being trusted or used to their full potiental and that what they say or recommend does not matter. This affects the overall effectiveness of the organization in a negative way. Leaders need to listen more to the members and allow them to do their jobs without the fear of being told they are wrong or getting in trouble.

This ships organization and communication is severly lacking. Personel will have maintenance in the SERT which then gets fucked over by meetings, flight schedule, other divisions maintenance or just plain getting denied by leadership causing work centers to lose checks or have a shit ton of red line items show up in SKED. Communication is exstinct on the ship, in both directions. a junior guy could pass something up his chain of command and it either never reaches the right person or because of the game of telephone the message gets messed up and switched to something totally irrelevent. same way with higher ups passing something down to junior guys.

Effectiveness is not a term mentioned, used or thought of at my current command. When the leadership knows for a facvt that something does not work, they keep it in place to make it look like to other organizations that we are doing something right. For example ILP's, Liberty Restrictions and watch schedules (underway) to name a few. Effectivesness should be a team concept. Not whatever the Big man up top says goes type of thing. An organization needs to understand as a team what it takes to get the job done and carry it out to full capacity. So no, I do not feel my organization knows what effectiveness means.

The question I asked recently is "How many more people need to get qualified before I get approved to see my child?". I understand that the sacrafices made to serve in this organization is paid fully; but when asked to be repaid just a small amount of time to take care of duties at home, I believe this command doesn't support that. I've achieved a tad bit more than the command has asked of me, and when I was promised time off to spend with my newborn; the command found more reasons for me to be retained to support the ships "MISSION". I've been tasked to train new assets here; qualify new personel there countless times in positions where many others are already standin to replace me when I transfer. Yet, the command outside of my division keeps denying my requested oppurtunity to keep work and life balanced; and sadly the command has not hurt me but has hurt and robbed my wife and child of the moderate quality time we could've spend. Try to take care of the crews personal interest.

-Communication: from high above to SN timmy one thing is put out at the top and when it gets to us its get it done cause it has to be in by today-THIS IS A EVERY DAY THING.
-Medical: I have just like many others gone for medical attention and my problem still persists and causes me pain on a daily basis and they still recommend the same treatment everytime which still has no effect i have had this issue for 2 years now.
-Supply: we have ordered parts, materials and consumables and either it gets canceled or supply loses it and we reorder and the cycle restarts over and over they need to be held accountable.
-leadership: there certain leaders in weapons dept who do not want to train or do anything to help there division there idea of training is read your optask and thats it not all people learn like that give the training, also the stories when i was a blah blah petty officer i did this i hear that at least 10-12 times a day i rather be deaf.
I speak for myself' i hate my job.

If hindsight is 20/20 then yes this command practise's optimal organizational effectiveness. Which is to say no; No we do not practise efficient organizational effectiveness. Between the quick bandaid fixes to liberty policies, pg 13s we are constantly looking over our shoulders fixing something that should have been implemented correctly once by our leadership. Not including all the pit stops in port used to repair equipment, whose tune-ups/refurbishment/replacement should have been completed in dry dock; but were rushed by triad khaki members who considered them not important to be done correctly in the correct amount of time. Along with leadership rushing repairs, they are increasingly building mountains out of molehills with enlisted careers. When a enlisted person makes a mistake that could be corrected at a chief level(drb), for example gunndecking, khaki leadership refuses to use those moments as a teaching experience and instead take pleasure in ruining sailor's careers.

No just need to trust the Chief mess

I believe that the leadership onboard this ship are not communicating to its fullest as POD does not necessarily reflect our work day. I understand that some things will change but everyday it is something different and about the only consistant thing I have seen is Sunday being Holiday Standdown. I support my direct chain of command to 100% as they have guided me properly. But once past the Divo's I am not sure where the connect fails at. I think morale on this ship has improved since the last Command Climate Survey, but still has room to grow. I think liberty in home port is a big factor. I do not mind the underways as they make them as comfortable as possible at the same time getting work done. I just have an issue that when we are in home port there is alot of unplanned events that affect the liberty of folks and do not allow them to spend enough time with their families friends or even get alone time. I would like to see the focus in home port changed.

The USS Shiloh team does not work together. It is common knowledge that getting your Sailors in trouble is a career point. This belief comes from the very top. The days of taking care of your Sailors and seeing into their well being is long gone. To even leave to do personnal things i.e. take care of banking problems, is frowned upon. You are required to work until a certain time not until your work is done. TAD personnel can't believe how horribly the chain of command runs things onboard the Shiloh. Over moral is low and the Captain refuses to see it. ██████████████ (b) (6), (b) (5) ██████████████ and things that do not matter. Punishment onboard is a career killer. Most Sailors will not reenlist after this command due to the bad taste in their mouths it leaves.

Overall, our organization is only performing at about 30% of its capability. Members, especially leaders, are so worn out, beat down, and overworked, that they are almost incapable of being effective. Department Heads do not do anything, and not because they don't want to, but because they stand watch, and then go from meeting to meeting to meeting. The incessant meetings, combined with 3-section watch, combined with all of the cumbersome administrative processes onboard has made it almost impossible to accomplish the mission. DIVOs have to do all of the work that is pushed down from Department Heads, since they cannot complete anything because of their schedules. Leaders do not have time to take care of themselves, and it greatly impacts their ability, or lack thereof, to take care of their Sailors. Major schedule and watch rotation changes need to be made while the ship is underway if such high productivity is expected. We are all people, not machines.

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i feel like the ship is Counter productive and is Setting us up for failure with being always operational and all the corrective maintenance being required to keep the ship operational there is no time for regular pms or ensuring the ships programs are being properly maintained. it is Physically impossible to complete all the tasking that is given to us by our chain of command and when you seek help the chain of command hints to cut corners to complete the job.

This command does not have good organizational effectiveness. The CO micromanages to the point that it inhibits maintenance, delays repairs, and adds unnecessary stress to the crew. We are horribly reactive and all of our best planning efforts are never good enough, so most of the events that we try to get accomplished are just canceled. That leaves the command in an even bigger bind to get things done, and we continuously push things down the road to our detriment.

This Organization is not effective at planning. I feel as if the Leadership, aside from the CO, are trying to plan events such as INSURV Schedule of Events (SOE) logically by copying the SOE from our sister ship USS Antietm CG54. This should give us guidance on how the INSURV SOE should look like. Now we are here reinventing the wheel. There is way too many man hours spent for meeting such as INSURV SOE Brief. The template/guidance is already at our disposal, this should not be something we need to work on for more than a couple weeks.

This command is not organized in any way that promotes team building, time management,or unit cohesion. This is the most ineffecient command I have ever been a part of. I am not proud to be a SHILOH Sailor.

No work is ever completed in a timely manner due to the Commanding Officer's random guidelines that are completely unpredictable and never consistent.

We are an inefficient team and I only think that the efficiency will return following a Change of Command next year.

The problem with this organization and with others is the communication through the upper chain of command and to inform the E-6 and below with daily task. every day there is a problem with inform what needs to be done and what is the priority and what is needed to get done. E-6 and below are continually informed on importiant information late or last minute, when they may have been given   the information earlier and could have prevented last minute problem or in failing there task that was assigned to them to completed in a timely matter. This are problems with with all commands,but this command has a problem when E-6 and below are denied the ability to ask questions in there chain of command and questiond that are important in completing a task or issue with a tasking at hand, because you are being told you are not aloud to jump the chain of command and you are petty officer of the navy and figure it at. we told to told solve the problem with knowledge and be corrected and reworked

To whom it concerns, I write:
Being my first command, I was filled with enthusiasm checking onto the ship. For sake of brevity, understand that I feel this no more.
The crew, mostly, wants not to be here.
Here is why.
-Communication up and down the COC is pathetic.
-Captain has shown obvious bias towards sailors which destroys trust. I do not trust my captain.
-Unrealistic standards are set for some workcenters, like the armory.
-Mentorship is non-existant.Which in my opinion renders most junior sailors to fall into the manifesting and ever expanding culture of lethargy and spite.
-Being apart of the BMD commander in the greatest Navy on this planet should incite the crew with a sense of purpose. However, all purpose is lost because of the soft, politically correct culture. At any minute we can become a critical part of the next world war. That is the truth. I enjoy my job, but I am one of few. Everyday this place eats away at my ethics. Something has to change. my time isup

As an organization, we're REALLY ineffective and spend the majority of our time trying to figure out what "He" wants. E7+ work together how they can, but our glass ceiling is unvoiced expectations we can only hope to meet. There is no winning. His fingers are so deep UP everyone's business that nobody's trusted to do their own job. "I'm the only one earning a paycheck around here" as been heard more than once. Discipline may be fair in an official capacity; awards are rare, hollow displays here. Passive aggressive mechanisms relentlessly used to punish khakis for "FAILURE." He repeatedly changes the plan on Leadership at the last minute and blames it on their failure to look forward.

Yeah, technically there are programs in place to address the crew's concerns - but only an illusion of fairness. Concerns brought up in the wardroom or chief's mess are come down on HARD but the only motive for change comes from E6 and below to keep ratings up (the majority).

Organizational effectiveness is not only not practiced onboard, it's not encouraged either. I personally am aware of 4 seperate occasions that, regardless of additional input to leadership, several members of leadership refuse to change how/when things can be accomplished because of their own ego. They refuse to allow the potential of looking bad so they will not report to the Co that something needs to be changed or set for a different time. 2 of those instances were for SAFETY reasons and still refused to discuss it with the CO.

I feel that, in the E6 and below level, there is a huge sense of pride in what we do. We all work together, regardless of department, to do our job and we do it well. I feel the break down happens at the E7 and above level. Often times we can't get jobs done because of the senior leadership. Most of that is due to them being unable to communicate with eachother. I feel the Chief's Mess has been better lately and is trending in the right direction.

Medical tries its best to keep from doing paper worl. many people have gone to them with very serious problems but they just shrug it off and tell them to take an advil and i will magicaly dissapear.

chain of command is far from what i feel it should be. the comunication alone is terrible to the point of everyday being so fed up with the issues that take place. i dont feel confortable talking to my chief about anything.

this ship has been out on tasking for more then 70% of this past year and we have had no time to prepare for a PFA and we find out a week ago that we are having a PRT in a month.

I feel that the upper level leadership doesn't effectively communicate with the Captain. Not that information doesn't get passed down, but that my chain of command is unwilling to ask permission or discuss important items with the Captain. On the other hand, if the middle level leaders were to approach the CO directly, he may ask "where is this coming from?" as if my CoC had not at all briefed him on the ongoing situation with maintenance, personnel, etc.
Additionally, as a generality, I feel that we focus on the wrong things at this command. We have gotten better in the last 6 months or so, but I believe we have a long way to come. For example, it seems that we don't prioritize maintenance. Then, when it remains undone, and the CO gives everyone a 96 inport, my sailors don't even want to take it because they know this is a rare opportunity to do what's important to them: their maintenance. We say we prioritize liberty as a mission but don't set them up for success exercising liberty.

  Shiloh organization effectiveness is not that well when we have an extreme micro manager at the helm. Everybody is scared to make a decision or do anything due to possibly getting in trouble. Chief Mess no longer the back bone of the ship because they don't have the ablity to lead there divisions, Division Officer are so scared of the CO that they can not make a decision, Dept Heads are all yes men who will never go against the grain. XO and CMC are exactly the same as DEPT HEADS. This command is ran off of fear vice working together or im powering Sailors to do there job.

Meetings are scheduled throughout the day making the day very choppy. When we have multiple command tasks in the afternoon as well as multiple meetings I get no work done. We need to have one or two meetings to get people together and thats all we need to get the job done. Have the command dept heads stay after to talk the CO/XO and let the DIVOs get their CASREPs signed at the same time. Trying to find people to get messages off can take hours. There are specific times the command will see paperwork which means we have to route paperwork within a very short time frame which can be very difficult.

Our organization effectiveness can be better. Members who are in charge of running a program is afraid to do their best because they are afraid of the CO's response. Members who are the SME of their job cannot perform their abilities because CO will do whatever he wants to do.

Enlsited don't actually seem to be a part of organization. One of the first things our new CO did when he first arrived was limit the influence of the Chiefs Mess. Any Chief that speaks out against CO decisions has this curious habit of suddenly becoming permanently TAD somewhere else. Enlisted do not have representation on the SHILOH.

The effectiveness of this organization is null, the main issue is the command does not priortize and though this is something that was brought up at the last CMEO survey as well as in meetings with the COC it has only become an arbitrary word on the POD and has not been taken serioulsy, which is the start to many other problems that we have on this ship. We spent 3 weeks in Singapore for CMAV away from homes and family to arrive and our main priorty was Captains Cup not even with another ship knowing that their was maintenance that was need on equipment that would be questioned later. This ship sacrifices safety for presences, it perfers beautification to working equipment, and it lacks necessary training. Replacements aren't trained until the situation is critical and watches are manned on this ship like no place I have seen before making it hard for anyone to receive training when everyone is already standing port and starboard of 5 and dimes on watches that are not normally manned.

To have organizational effectiveness an organization has to have a common goal. This command doesn't focus on anything but minor things that have nothing to do with anything like sending people to DRB for cleaning stations. At the end of the day we should always be ready for a mission. We have too many Chiefs and not enough Indians. Truth is everyone is not meant to be a leader and just because someone is in a position it doesn't make them an effective leader. This organization is corrupt and ineffective with internal issues. It starts with the leader but if the leader doesn't know how to accept constructive criticism, what are his followers going to do. A chain is only as strong as its weakest link.

nothing's going to change.

Lack of confidence in officer leadership. Officers trying to be technicians, setting forward movement on troubleshooting back. Ignoring information at hand that is relevant to the problems such as CASREPS. Giving bad gauge towards fixing gear and not reviewing the informaiton that the technician presents them. Rather than review the information, they rather have the equipment destroyed instead of fixed properly. Fraud waste and abuse.

Command is to fast paced to acually fix issues with equipment.
does not provide enough resources to get work done(computers/supplies)
Very low ship moral
very stressfull and exausting work enviroment 24/7
E-6 micro managed way to much and are not needed

We are told on thing and the complete opposite happens. For Exsample; we were told that we werent going underway prior to holiday stand down, but then ███████ (b) (6), (b) (5) came over the 1MC saying that he had picked up BMD tasking for us and in the long run is going to interfer with the first leave period for people going home to see their families they havent seen in over a year.

Organizational Effectiveness is at best poor at this command. There is a severe lack of planning, communication and coordination with the upper chain of command. Relevant information that is critical to completing assigned taskings is rarely passed down from the upper chain of command, and relevant information provided from the lower chain is not often passed to the upper chain of command. Several critical programs that are vital for the command to effectively function have been severely neglected and passed on to individuals with little to no experience in them and little to no support for those programs.

The Commanding Officer does not trust the Khaki leadership and does not believe in Navy programs that are currently out in place to afford Sailors of the 21st Century and beyond the best over source of support. The Mentorship program is non-existent on board Shiloh because [(b) (6), (b) (5)] does not believe in the program a a whole. CPO 365 is non-existent on board Shiloh because [(b) (6), (b) (5)] does not believe in the process. During this last CPO Cycle, the CPO selectees went straight into phase II of the process with Phase I being completed. The two [(b) (6), (b) (5)] are missing out in vital training that comes with the completion of Phase I because [(b) (6), (b) (5)] leads as a dictator. HE NEEDS TO BE RELIEVED. WHO WANTS TO SERVE AT A COMMAND FEELING AS IF YOU ARE WALKING ON NEEDLES.

As an organization this command is good at what it does i won't lie. But all this time underway is draining, it is hard to get work done when people want to pile up more work telling you that this is the priority now. So you tend to end up leaving work unfinished, turned in late, or completely forgotten about.

The main concern I have at the moment is that some personnel who are in leadership positions are not fully looking out for their junior personnel. Mainly in the areas of aiding them with completing qualifications and attaining warfare pins. I feel as if some junior sailors are having to do many of these things on their own and without proper guidance/help.

I believe the CO ONLY does things for the command so that he can put a check in the box so that personnel can say "oh he let us do this or that" such as swimming in the ocean or buying fishing equipment. He is not a genuine person who actually cares, he is a CO that smiles in your face then goes tell your immediate chain of command that you were doing something he does not personnally approve of. He makes comments that only He and I can hear so as to ensure if you report him - it would be my word against his. I am uncomfortable speaking with him about anything and really NO one in my chain of command.

USS SHILOH CURRENT [(b) (6), (b) (5)], [(b) (6), (b) (5)] AND UPPER CHAIN OF COMMAND HAS BEEN THE WORST COMMAND IN MY TIME IN THE NAVY. THERE IS A CONSTANT AIR OF RACISM AND FAVORITISM THROUGHOUT THE COMMAND. I CANNOT TRUST MY LEADERSHIP TO HELP ME WHEN ISSUES ARISE. THERE HAVE BEEN SEVERAL SAILORS TOLD THAT THE NAVY IS MORE IMPORTANT THAN THEIR FAMILIES. RULES ARE CONSTANTLY BEING BROKEN BY THE CO AND NO ONE ACKNOWLEDGES IT. [(b) (6), (b) (5)] KICKS OUT PEOPLE HE DISLIKES AND KEEP THE ONES IN THAT HE LIKES. TO BE SPECIFIC HE TOOK AWAY THE RIGHTS OF A BLACK SAILOR FOR A MINOR VIOALTION BUT NOT FROM A WHITE SAILOR FOR A MAJOR VIOLATION. THIS SURVEY WILL CHANGE NOTHING AS LONG AS HE IS IN CONTROL. THE LAST SURVEY WAS NOT ADDRESSED BY OUTSIDE PARTIES WHICH IS WHY NOTHING HAS CHANGED. IG SURVEYS HAVE BEEN PUT IN YET NOTHING CHANGES.

When it comes to this organization, or lack there of, it is that everyone fends for themselves and picks on those who are weak. What I mean by picking on is that they are assigned extra tasks while others sit around and do nothing. When said person can't complete one of many tasks they were asked to do, it's as if the world is ending. The junior officers make it a point to call out any little mistake one person does, instead of helping anyone fix themselves, they tell other officers.

I want to know what happened to helping eachother out and acutally being a part of the team. I want to know what it's like to not get picked on for crying when I can't complete a task, or feel belittled when something is out of my hands. The sheer amount of stress and pressure that is put on a new sailor has lead many towards depression and there is not help for that either.

Organization of 7th Fleet Op Area directly affects own ships organization. AKA ships schedule is unknown and unanticipated. directly effecting crews morale. I have done 1 deployment and several mini deployments on previous duty station and I have never felt more in the dark about what is happening than I have felt this entire fiscal year.

If you get assigned a job title you'll stay in that position until it's time for you to leave the command which isn't a good idea cause when it's time for you to take leave it makes the process some what Impossible. Other occasion you will be place in a position because of punishment, Just the thought of it now it's not fair and will never be unless we have good leaders. Someone whose truly concern of the well being of there people instead of a check in the box.

NTR

There is definitly a level of favoratism here. It starts in the Ward room. You can tell that the officers are treated differently. My question is if an enlisted member comes back to work late they are sent to captains mast but if an officer comes to duty too drunk to function there are no disciplanay actions. Also I have noticed that based on gender there is definitly some favortism at this command. I am sure that if I or a female of the same rank were both held accountable for the same actions I would recieve a harsher punishment.

Fair treatment is sort of a vague area that I've noticed while being onboard. I've noticed snide remarks and comments from the highest pay grade down to the lowest. There's even evidence of forced removal of personnel from a specific job position for subjective reasons like preference. A perfect example would be a fellow shipmate not being able to stand their earned qualified duty due to the commanding officer not liking the way their natural voice sounds. This caused a major contradiction of their previous orders stating the amount of duty sections that the ship would be forced to go into, causing the aforementioned shipmate's section to be undermanned. Another example of unfair treatment amongst this command would be how these orders conflicted with the manning of personnel in certain divisions. Due to low numbers, persons from other rates had to fill positions in unfamiliar areas. At the same time, this prevented personnel from getting in-rate qualified and progressing as sailors.

OPPURTUNITIES ARE NOT AVAILABLE FOR ALL EQUALLY QUALIFIED PERSONNEL. MINOR ISOLATED INCIDENTS CREATE GRUDGES AND ALLOW UNFAIR ASSIGNMENTS. (LATE FOR DUTY SECTION MUSTER, ASSIGNMENT TO INCREASED WATCHES ON LOWER WATCHSTATIONS FOR AN UNREASONABLE EXTENDED PERIOD OF TIME, USUALLY MONTHS) IT IS APARENT THAT PERSONNEL OF EQUAL OR HIGHER QUALIFICATIONS ARE NOT AFFORDED OPPORTUNITIES BASED ON GENDER AND RACE. THOUGH IT IS ONLY COMMON KNOWLEDGE, NOT PROVEN, AND WILL BE DENIED, LEADERS HAVE SAID WOMEN IN THE MILITARY HAVE LOOSE MORALS AND SHOULD BE LEFT AT HOME

I heard about the CPO evals. How unfair is it that a Chief who's only been onboard for 4 months get ranked above those who's been grinding in the last 12 months. He can't say that this Chief worked harder than the pthers. We see these Chiefs on the deckplates. The other Chiefs deserve better. Oh well. But honestly, I wasn't surprised. ████████ (b) (6), (b) (5) is racist and favors white people. Just looks at the rankings.

no comment.

Theres such an undertone of sexism and homophobia in this command that only through clinched teeth and clinched fist will you find acceptance and in name only. Its so forced and evidently fake. I think the LGBT event was super akward for some, even though it was very well done by ADHOC. The Captain is highly tradiotinal in every way, and this relic of the past puts his guard down at times and shows his true (non-PC) colors, its not pretty whats underneath. If you are female or openly gay/lesbian you can count on being discounted and dismissed as a viable contributor of thought or positive change or hard work in this command. Heaven forbid if you use a French press around him for coffee (youre a traitor to the US). Ive seen people not get qualified not from a lack of effort or knowledge, but because the Captain simply doesnt like them, he is very vengeful and spiteful.

the CO will not allowed the Chief to run their on respective division, FACT: The CO prevented a certain PO1 from Working in the Wardroom clearly because the ███████ (b) (6), (b) (5) ███████, the PO1 was instructed by his Khaki to "Lead from a distance" The PO1 is clearly highly and overly qualified for the job, but because the CO have a problem with ████ (b) (6), (b) (5) ████ he was not allowed to fully commit to a the job. The CO created a "TOXIC" work environment if speak against his authority you are "Taken in the Night" one will say, i look at the muster report, and its on believeable how many of my shipmates are TAD due to "Medical" issues. I wonder how long will it take for "BIG NAVY" to step in, one will think when a Department Head leaves because he cant take the pressure, we left here to fend for ourselves. The CO created environment that one hopes to make it off the ship, under the CO commands with his rank or sanity. I hope this survey is read, and change will come.

THE EQUAL OPPORTUNITY/EMPLOYMENT PROGRAM IS AT 75% THERE IN THIS COMMAND. SOME PERSONEL MIGHT BE ABLE TO GET THE SCHOOL, PT, THRAINING, LEAVE(SPECIALY OETEIP), AND GOOD EVAL DEPENDING ON HOW MUCH BUT KISSING YOU ARE DOING! ITS NOT ABOUT YOUR JOB PERFORMANCE. WHEN IT COMES TO LEAVE THE EXCUSE IS NO LEAVE DURING UNDERWAY FOR SOME SAILORS TRYING TO USE THE OTEIP LEAVE OPTION, BUT THEN THEY TURN AROUND AND SOMEONE ELSE GETS TO GO ON LEAVE AND THE EXCUSE IS EITHER AN EMERGENCY OR THEIR DEPARTMENT HAS ENOUGH MANNING TO HANDLE THEM BEING GONE! WHEN IT COMES TO PT, (SPECIALY UNDERWAY) NOT EVERYONE HAS THE COMMANDING OFFICER SCHEDULE SO WE CAN'T GO PT WHENEVER WE WANT, BUT YET THE PFA HAS TO GET DONE WHEN WE HAVENT BEEN INPORT FOR LITTLE TO NO TIME AT ALL. THE OTHER PROBLEMS COMES FROM PERSONAL EXPERIENCE.

Personally I myself have not witnessed any instances of a mal or female, a specific religion or race preventing another from pursuing what they want. What I have witnessed is people losing their ESWOS qualifcations due to misguided viewings of the leadership at disciplinary hearings / Captains mast. I have witnessed the loop holes in which the CO will resort to in order to get his way. For example. One such sailors ESWOS was taken from him more than a month after his captains mast was over. The way in which this was done was that during the actual Captians Mast were reduction in rank, half months pay and 45 days extra duty and restriction. But afterwards about a month later it was changed and the sailor was notified that he lost his eswos in his captains mast. The afformenmtioned sailor has a copy of his mast documentation of the awarded punishments that states that eswos was not taken during the captains mast. This was mentioned to the sailor covienantly after he could have appeal.

39a: Favoritism is shown to certain members of the wardroom for qualifications. A first tour divo spent a month as EOOW U/I and got their letter at the end of their tour while second tour divos are hardly afforded the opportunity to stand U/I. They stand watch as OODs and CICWOs instead.

When a new girl checks into the command you can instantly see a lot of the junior guys start circling like sharks. A lot of the junior guys are always talking and making comments about girls. But the junior guys never get talked too. Only the females are talked to and blamed for how they act or dress.

I feel this subject may be one of the better ones on the ship. While I can not speak for other work centers, I believe this subject is better than others when it comes to the ship as a whole.

This part feels okay in my book around the ship, everyone gets an equal opporunity.

the crew is worn out. were tired of getting treated as if were children. we never get a break. We have not hit any ports and the two ports that we did hit were working ports. the CO is sexis towards women. we do not get treated equally and it is not fair. we get looked down upon from the CO and it just not right.

no comment

I admit I find issues about gender and LGBTQ deeply personal. So, the range of derogatory comments, inappropriate humor, use of slurs, and even the aggressive defensive there use by all levels find disgusting. I could use my leadership or speak to CMEO about persistent individuals, but I have little faith anything will change. I have attempted to handle instances at the lowest possible level on many occasions, but have seen no positive results. I have spoken to leadership before, and suggested solutions have ranged; in defense of the offending service member, shuffling around the team to avoid uncomfortable situations, verbal counseling of myself about being disruptive and imposing my views on another, and suggestions that I "Navy Up!" I see no point in going any further since I will be leaving the Navy fairly soon. I have seen other commands and ships with greater respect for its people and the policies handed down in recent years. So i know it's not a Navy thing, but a Shiloh thing.

The only issue I see in this category is that some females, only a few, tend to use their gender as an excuse to get out of work. I'm not saying they openly state, "I am a female an I can't/won't do that." It is more subtle, like when we are assigned to a working party, they will say they "don't feel good" or are "having a bad day" in an attempt to gain pity and get out of work because they "need to go to medical." When leaders try and bring it up, they say they don't want to talk about it and it is increasingly dificult to address the issue without ruffling feathers. I feel that all sailors, regardless of gender and race should be able to complete a task without having to be asked "please" or bribed into doing their job. It frustrates me because these same females are not given the hard work because they "won't get it done" but all of this is forgotten during eval periods.

Sometimes the Captains religious beliefs effect the workplace. Also, I feel that his religius views affect his views of gays and lesbians.

how many times are you going to askt the same question

As noted, favouritism is being practiced. This is displayed, rather, in the form of disfavouritism. Certain individuals, and I must note that I cannot find a common thread amongst them, are picked out and harrassed. One individual, for example, was sent to NJP for showing up after liberty expiration. This individual had called the quarterdeck asking for the liberty time and received an incorrect answer. Believing the OOD, he arrived late and went to mast. The POOW and the OOD were not even questioned and the individual's liberty buddy stopped at DRB. In another case, one individual was permitted to go on leave, unaccompanied, to Thailand during a deployment, whilst another was prevented from taking leave in homeport for the delivery of his child.

THE CO DOES NOT SEE HOW HARD PEOPLE FROM THE SUPPLY DEPARTMENT WORK. I REMEMBER PULING INTO PI AND HE CALLED LIBRTY CALL WHEN THEY HAD STORES ON THE PIER, HE CONSTANTLY PUTS THEM DOWN SAYING THEY SUCK AT OUR JOBS, THEY ARE NEVER AWARDED FOR OUR HARD WORK AND LONG HOURS.EVEN THOUGH SUPPLY DOES NOT STAND WATCHES UNDERWAY THEY ARE AWAKE FOR MORE THAN 12 HOURS DAILY UNDERWAY. HE IS A MICRO MANAGER AND MAKES THE WORKING ENVIRNMENT VERY INTOLERABLE. I WANT HIM FIRED FOR CREATING A HOSTILE ENVIRNMENT.

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For the most part, personnel are treated fairly. There have been a few times when personnel have been treated unfairly for no apparent reason.

In the wardroom, there is fair treatment for all male, heterosexual, Naval Academy graduate officers.

Fair treatment. A once knew a story of the time when a brand new CO put the whole CPO mess on stand down and told them to get it together. It was due to Gun Qualification forging. Two chiefs were dismissed from the boat to other commands while the Dept head in charge remained at the current command. Recently the Dept head fulfilled his obligation and left after receiving the Navy commendation Medal. Now does this make any sense to the person that is reading this statement? Fair treatment is non-existent onboard, especially betwqeen the Officer and Enlisted ranks.

The question I asked recently is "How many more people need to get qualified before I get approved to see my child?". I understand that the sacrafices made to serve in this organization is paid fully; but when asked to be repaid just a small amount of time to take care of duties at home, I believe this command doesn't support that. I've achieved a tad bit more than the command has asked of me, and when I was promised time off to spend with my newborn; the command found more reasons for me to be retained to support the ships "MISSION". I've been tasked to train new assets here; qualify new personel there countless times in positions where many others are already standin to replace me when I transfer. Yet, the command outside of my division keeps denying my requested oppurtunity to keep work and life balanced; and sadly the command has not hurt me but has hurt and robbed my wife and child of the moderate quality time we could've spend. Try to take care of the crews personal interest.

So why is it ok to not celebrate black history month or women's month but yet it is ok to celebrate Columbus day? You know the day that celebrates raping, pillaging and the use of biological warfare into getting indiginous people to submitt and thin out so that the invasion populations may move in. It is also hard to believe that we can trust in our current leadership to be respectful and discourage sexist behaviour, when certain officers(like current CSO) enjoy leering and acting in a very unproffesional manner towards low enlisted female personnel while in ports like Singapore. There is also a female who got in trouble almost a year ago for having a male in her berthing room who is still receiving biased treatment by her chain of command that directly involves the Triad as her leadership. If a person goes to mast they must watch every single action due to the fact that leadership (E-6 and above) is quick to threaten to ruin their career again over very minor disagreements later on.

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Equal opportunity is a joke onboard USS Shiloh. The Captain singles out females i.e. what cover they wear indicates they are 'open' and ready to sleep around. Page 13's have come out that solely target females onboard. The Captain sees females as weak and not belonging onboard, although they may work as hard as the males, if not harder. They are set different from males and singled out. Sexual slurs in the work place are not addressed because females think it makes them seem 'weak' and just another 'dumb female' making an empty accusation. Females are punished harder than males. In one case, a male was caught having a female in his room after hours, the case was dropped and he was barely punished. A female had a familiar case over a year ago, she went all the way up to captains mast and is still getting ridiculed to this day about it.

I do believe that personnel are not necessarily denied opportunities based on race, gender, etc., but I do believe that they are exposed to an inappropriate amount of discriminatory comments. Uneducated phrases are often thrown around about "the Communist Chinese," and the North Koreans. And while I understand that they are our "enemy," we still have several personnel onboard of Chinese and Korean decent. It is clear that the CO does not support LGBT rights. Complaints have come from the CO about homosexuals flaunting their lifestyle, as if there is something wrong with their lifestyle. In summary, the CO is a textbook backwards Southerner who is afraid to change with the times. For example, Russians are referred to as "Soviets," the CO does not like the American North, gays, foreign cultures, etc.

AS a male in the rank of petty officer, females are treated differnetly. When there is work to be done and the whole divison is needed, the female will go get coffee and be gone for well over an hour. After the work was finished she shows up with 2 coffee's. So someone gave her permission to go get coffee as long as his/she received coffee. From my position I can make a difference. HOWEVER the chain of command doesn't take action at all. If she walks on the chain of command what the hell am I going to do? If there is a group tasking that involves the divison she will work on what she needs to finish but not contribute to the work that the divison was assigned. Then NO ONE says anything. Underway the female will disapeer for hours, when people need her we have to go find her. There is no actions taken to correct this behaviour. Females are treated with respect but they are not held to the same standards as males. She has no accountablity for her actions. Its hard to work with this hap

NOTHING TO REPORT

The CO holds grudges and makes career decisions for his Sailors based off of whether he likes them or not. He is not biased towards any race, religion, or gender, however.

As for treatment of personnel, I believe that treatment is fair onboard SHILOH.

The [redacted] (b) (6) consistently belittles those below him. He never offers any compliments or even acknowledgement of a job well done. He does not encourage the professional growth of his Officers. There is only negative critiques offered with no help or opportunity to correct any issues.

When you come to SHILOH, you can guarantee that your career will be unfairly and unjustly put at risk. You are punished for coming to SHILOH and it's almost impossible to avoid coming close to ruining your carreer due to unfair fitrep scores, public belittling, or the prevention of developing yourself professionally.

i feel that this command dose a great good with Equal and Equal employment opportunity more then other commands I have been to. if this command can use the same effort to make this a great equal opportunity enviorment, but with communication through the upper chain of command to the E-6 and below would greatly improve the daily and over all readiness with mission at hand.

Really a destroyer of careers. Reverse favoritism - nobody's a favorite when they're all failures as leaders. Constantly holds and pulls career-enhancing quals, denies or pulls recommendations for evals. Voices of dissent or contrary opinion nowhere to be found anymore! There's a reason the Chiefs find amazing success at other commands (if they survive their DFC), and none of the officers want to stay in! There's no way we deserve the golden anchor or the SWO/ESWS pennants. It's easy to shuffle away personnel with contrary opinions, count how many personnel are TAD to other commands now for that reason. With each khaki who leaves, He can tighten his grip and strangle out all dissent.

Certain members are frequently reminded of small errors or mistakes they have made, in an effort to belittle them. (YES!!!)

Purposely misreported demographics info because of fear of reprisal. We don't have many survey takers because 2 have been done and there's no hope of change. Why bother

RACISM! Race, job opportunities, performance evaluations, training opportunities, and just overall favoritism have all been CLEARLY shown by not only the [redacted] (b) (6), but his wardroom that follows. Demining conversations and complete disregard to the enlisted ranks throughout the ship, especially the Chief's Mess!

I do believe the command is somewhat sexist. Every female leader has been told she is too close to her sailors. Many of the sailors have been addressed about their personal appearance in a way that makes them uncomfortable. Males at this command become close friends with their junior sailors or senior leaders and no comment is made about it. In fact, they are complimented for their "effort towards looking out for their guys and taking care of them." And the men who make comments to the junior female sailors are just "looking out for them." The double standard is so frustrating.

Another point, on the topic of favoritism, is that it is almost reverse favoritism. I feel that the higher performers are sometimes beaten down to get more work out of them, while the under performers just continue to be coddled. Higher performers get counseling chits and yelled at, while the under performers are moved to easier positions. The work is not distributed evenly. It does not benefit either party.

Fair treatment it seems when a Sailor gets a target on his back from the Command Officer he or she will always have that target. When a member goes to NJP he or she should be able to transfer if they would never be giving the opportunity to rebound from his or his mistake.

There are many unfair treatment in this command. We have the opportunity to perform whatever jobs or collaterals tat are available. The only problem is that at the end of the year it doesn't reflect on our evals and fitreps. For example, an E-7 ~~(b) (6), (b) (5)~~ was ranked as the #2 E-7 for the year. What happened to the rest of the E-7's who have been onboard for the entire year? I understand 4 1/2 month is duable if his performance was justified. He/She have not had any type of inspections, personnel are dink in PQS, and personnel getting in trouble. Don't get me wrong, the work center is improving. But is that a justiication for being ranked over a person that has been onboard for a 12 month period and passed level command inspections/certifications? There are no EQUAL OPPRTUNITIES onboard this ship.

Females have been targeted under the new leadership when it comes to Fraterization standards. When one female was found in a room with another male playing around on his computer, she lost her room and was placed on a limited liberty restriction for several months before she even went up to mass for it, but when a male was discovered with two females in his room, he experienced no personal punishment other then his division falling under a two week curfew. It should NOT be merely female responsibility to keep the (frankly unnecessarily) strict fraternization rules that has been placed specfically on the Shiloh.

This ship was not allowed to observe Black History Month and was instead told to Celebrate Juneteenth June 14th, I have heard comments from the CO to include whisteling is not allowed on ships do to a sign of rebelion and will not allow the bridge watch team to whistle, which dates back to slave ships. There is a culture of "US vs. THEM" with Officers and enlisted that is caused by the CO himself who even calls LDO's late bloomers. With that being said there is no way to believe that opportunitiys on this ship are equal espically when critical career programs are not allowed to take place onboard this ship for reason voiced by the crew but still unknown to us all. I have seen enlisted people go to mast for improper watch standing and TAO's sleep on watch which was brought up at the last survey and the enlisted people were talked to about watch standing principles and the combat watchstanders continue to sleep on watch.

Equal opportunity only exists when you are favored by whomever you work for. Everyone sees what happens but chooses to ignore it.

good enough.

For Certain members are frequently reminded of small errors or mistakes they have made, in an effort to belittle them.

I would like a remark higher than strongly agree...

FAVORITES AND GENDER EQUALITY ON THIS BOAT IS VERY ONE SIDED FAVORITES AND GENDER EQUALITY ON THIS BOAT IS VERY ONE SIDED FAVORITES AND GENDER EQUALITY ON THIS BOAT IS VERY ONE SIDED FAVORITES AND GENDER EQUALITY ON THIS BOAT IS VERY ONE SIDED FAVORITES AND GENDER EQUALITY ON THIS BOAT IS VERY ONE SIDED FAVORITES AND GENDER EQUALITY ON THIS BOAT IS VERY ONE SIDFAVORITES AND GENDER EQUALITY ON THIS BOAT IS VERY ONE SIDED FAVORITES AND GENDER EQUALITY ON THIS BOAT IS VERY ONE SIDEDED FAVORITES AND GENDER EQUALITY ON THIS BOAT IS VERY ONE SIDED FAVORITES AND GENDER EQUALITY ON THIS BOAT IS VERY ONE SIDED

There is a video on Snap chat of (b) (6), (b) (5) and his very Junior Sailors on base peeing into the ocean while he is enabling under aged drinking. this was a
"rights of passage" event

(b) (6), (b) (5) HAS BEEN KNOWN TO MAKE RACIAL COMMENTS. ON ONE OCCASION HE CALLED A FEMALE A "COMMUNIST" BECAUSE SHE LOOKED RUSSIAN. (b) (6), (b) (5) STATED A BLACK MAN DOES NOT CARE ABOUT HIS FAMILY BECAUSE THAT IS NORMAL FOR BLACK MEN.

I don't even know where to begin when it comes to the sexual harrassment and equal opportunity on this ship. Just today I was asked to show someone how I would eat a banana. Some other instances have happened where I have been called a whore for expressing equal opporutunity for women, because the double standards in this ship are ridiculous. It's sad that I can't even voice my opinion on anything subject matter without being ridiculed for my intellegence.

Being a woman in the military is hard enough. I feel like men always think you're flirting with them, and when you remind them that you're not you are called a whore, or anything to that matter.

Every other day it's, 'why do you wear makeup, what are you hiding behind, who are you trying to impress?' and when I don't wear makeup it's, 'did you go out drinking last night, why do you look so tired...' Lastly, men in the navy need to look at womens hair regs before they question us about it during an explosive safety evolution.

Equal Oppurtunity is displayed as a fine and sometimes gray line onboard. I see plenty of examples where equal oppurtunity works and unfortunately just as many that dont. OI LPO consistently shows favoritism in the division. When spoken to about isolation of certain sailors, by said sailors, LPO provided an unsatisfactory answer and nothing seems to have been accomplished. Multiple members have now lost motivation at place of work in this division due to an increasing hostile work enviornment. Also noticed multiple instances of fraternization with junior sailors by OI LPO outside of work.

NTR

Personally, I haven't experienced any sort of sexual harassment while being onboard. I can, however, state that there are individuals who have been in more than just uncomfortable situations regarding the topic. I recently came across some disturbing information involving what could quite possibly be considered as sexual harassment within my working environment. I haven't heard too much information on the matter and didn't actively see anything out of the ordinary, but it is very likely that it could have happened.

REPORTS WERE HANDLED QUICKLY BUT TALK ABOUT THE INCIDENTS QUICKLY SPREAD AND ENTIRE COMMAND WAS AWARE OF IT EVEN THOUGH THEY WERE RESTRICTED REPORTS.

None

No comment.

N/A

n/a

I think that if anyone was even accused on the ship then they would be considered guilty until proven innocent. Just an accusation is enough for this CoC to shun someone and get that person excluded.

Nothing to report, this is actually a well organized program throughout the ship.

Great SAPR program.

no comment

I have no comment.

When a male does not do a job well or isn't motivated to do it, he is called lazy. When a female does it, she is "having a bad day" and it does not reflect badly upon them.

Training conducted is overbearing and feels like a "check in the box" or used by the (b) (6), (b) (5) to "Cover his behind" instead of genuine interest in getting information to the sailors.

you are shuving this content down our throats at every chance you get

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I have nothing to say as I think the person in charge of this program does very well at giving people the knowledge. That person is also very approachable and will always be there to help people in need.

I have been personally been discriminated against in my work center. I did not feel comfortable comfronting the individual and went to my chain of command who addressed it accordingly.

TOO MANY MEETINGS/TRAINING ON SEXUAL HARASSMENT/DISCRIMINATION/SAPR. WE ARE ALL TUNED OUT.

When it comes to Sexual Harassment/Discrimination/SAPR in my Department, I believe we take these occurrences seriously and provide all Sailors the resources they need.

Where do I start? Discriminaton is easily seen on a daily basis. Especially racism. Not only that, but the CO seems to be blind to it as he has taken the multiple opportunities to receive training on these issues and rolled them all into one, calling it "Leadership Continum". That's right, instead of having sexual assault training, bystander intervention training, etc. several times per year to emphasis the seriousness and importance of these subjects, the ███ decided he would go against Navy policy and only give the training once per year.

Myself and a colleague of the same sex both experienced conversations with a colleague of the opposite sex which made us uncomfortable during watch. We repeatedly told him we didn't feel comfortable and he would get upset and pout, negatively affecting the dynamic of the watchteam. We each told the watchbill coordinator, and I explicitly asked to be removed from the section. I was told that I just had to bear it a little bit longer until the member of the opposite sex transferred. Additionally, my colleague of the same sex was told that the XO liked the offender and that something like this would "ruin his chances of getting his pin and his career." Therefore, nothing was done about it. I wouldn't quite call this sexual harassment, despite the fact the comments made were centered around gender, but they were certainly upsetting. What disturbed me more was how the command handled this incident.

Some enlisted and chiefs call the divos "the pretty ones" and other like nicknames. They will talk rudely and inappropriately about many of the divos.

The fact that we did not even recognize Black History month, and to hear my CO say that "we have enough fire power onboard this ship to take over a 3 world Country" make me wonder about the organization that I am a part of. All the other little descrete things that go on during election season.

Whenever the Captains Page 13 about dating came out us females were constantly harassed and told how to act, walk, talk etc.

n/a

On SHiloh there is a particular first class that gets drunk during command events and gets very touchy with both male and female... The Chain of Command does nothing but look the other Way.

███ HAS BEEN A RACIST SINCE HE HAS BEEN ONBOARD SHILOH. HE BANNED BLACK HISTORY MONTH FROM THE SHIP. AND REFUSED TO FROCK A FIRST CLASS BECAUSE HE WAS BLACK. HE CLAIMED HE WAS SICK THAT DAY BUT WAS SEEN RUNNING AND OUT THE NEXT MORNING. ███ IS A RACIST ███ AND NO ONE WILL DO ANYTHING ABOUT IT.

Daily, I cannot emphasize the word daily, how much sexism and boredline harrassment I deal with here.
In a previous section I listed several instances that stuck out prominately to me, but let me reiterate the fact of the matter; the sexism and sexual harrassment here is depressing. I can't do or say anything without one of the two being spat out by the opposite sex.
For a few weeks I tried to not let it get to me, and that it may have been the nature of the beast, but it has escalated to a point that makes me cry almost daily.

NTR

The atmosphere at this command has been terrible for a year now. This is the third survey that I have taken in the past year and now don't know what to expect from them. If the climate of the command has not changed by now obviously these are not a functional tool. There has not been any trust in leadership here for the past year, we fail to plan and fail to allow the sailors to plan and then want to hold them accountable for not planning when ultimately it was the command that failed. The ship has been operational for a year now and it seems that we didn't learn anything from the failed DSRA. We continue to make the same mistakes and re-live the same nightmares. I believe that we can do some great things here but instead of planning ahead we plan to fail constantly. The Ward room is not held accountable which in turn distances the enlisted sailors. The Chiefs have no authority which takes away from the ability of deckplate leadership.

No comeent.

THIS COMMAND HAS NO REAL LEADERS, FROM ALL THE WAY UP FROM THE XO TO CMC TO THE CHIEFS MESS. THE JUNIOR SAILORS HAVE NO FAITH OR TRUST ON THEIR CHAIN OF COMMAND. THERE IS NO UNITY AMONG THE SAILORS FOR ANYTHING, IS A ALL MEN FOR THEM SELVES IN THIS COMMAND, AND THE PERSONEL THAT SUFFER ARE THE JUNIOR SAILORS. THE MOTIVATION/MORAL OF THE WHOLE ENTIRE SHIP IS LITTLE TO NONE. THE ONLY TIME THE CO DOES ANYTHING TO RAISE THE MORAL IS WHEN THE CMEO SURVEY COMES AROUND! THE LIBERTY POLICY IN PLACE COMPARE TO OTHER COMMANDS IN THE WATER FRONT IS RIDICULES'. NOW THE NEW THING IS THE "PFA" WE HAVE TO DO A FULL PFA WHEN WE HAVENT BEEN BACK IN HOME PORT FOR NO MORE THAN 2-3 WEEKS AND ALL WE DO IS WORK CRAZY HOURS, UNDERWAY PEOPLE ARE DOUBLE SOMETIMES TRIPLED UP ON PORT AND STBD WATCHES SO THEY GET LITTLE TO NO SLEEP, SO NO TIME TO PT, YET WE HAVE TO DO THIS! I GUESS HE WANT A COMMAND WIDE "FEP". THEIR IS NO LOGIC TO THE CO'S DECISIONS. IT SOUND GOOD WHEN SPOKEN BUT RETARTED WHEN ACTUALLY LISTENED.

The wardroom desparately needs qualified watchstanders, but we cannot make time to schedule boards for those who need them. We are 10-11 months past the DSRA. It's time for that to stop being an excuse.

Constant lack of communication has turned this ship inside out. No one knows what is going on; no one knows what to do. If instructed to perform a task that has high priority, that priority changes within 30 minutes and something of less relevance becomes the priority; i.e. Singapore, ship preservation was the priority, then it became Captains cup, all hands participation. Towards the end of CO cup people were getting yelled at and reprimanded because the preservation wasn't complete. The lack of communication is playing a huge toll on the crew, walking the ship, listening, people are scared to do anything because they know it will change once again. People are getting told only doing a BCA and not hearing a PRT, the crew as a whole is not ready for a PRT. We have been working hard getting things ready for insurv and other certifications; there isn't really time for the crew to be ready. The crew is worried because the failures for PRT will lose man hours and be our fault as a whole.

No additional comments.

no comment

I have done as much as anyone onboard. Literally, I have done the exact tasks or achievements as others who have been honored by the command, and awarded certificates and medals. [lit•er•al adj. def.; 1) taking words in their usual or most basic sense without metaphor or allegory. 2) representing the exact meaning of words from the original text.]
Such tasks have been brought to my chain and nothing has resulted from it. I hate the inconsistent nature of individual recognition by the command, but I loathe myself more for buying into the desire for it. I could argue that inconsistency is the hallmark of any flawed system, but I feel that it would be me rationalizing my own selfish need to be applauded. When I leave this command, I hope the separation from the ship and its crew will allow me to regain my better self. This place is toxic.

The Captain's bias against gay/lesbians is concerning. Sometimes it feels like he lets it interfere with judgement on their work quality. Also, he makes it known that anybody that smokes will be viewed as a less then competent worker.

In both those instances, those personel who do one or both of the above could expect to receive lower evaluations based on those activities. That is pretty frustrating to watch.

Kakhis seem to get away with activities that an E6 or below gets in trouble for.

I HAVE SEEN ENOUGH DISCRIMATION TO MAKE ME SICK. THE CO BASICALLY TELLS S WE CNNOT HAVE A RELATIONSHIP WITH ANYONE ON THIS SHIP BUT YET STILL WE HAVE OFFICERS WHO ARE VERY TOUCHY FEELY WITH EVERYONE. IT IS VERY UNCONFORTABLE SEEING THE FSO TOUCHING PEOPLE IN MANNER THAT IS VERY UN CALLED FOR. THE CO HAS FIRED MORE PEOPLE AND HAS CAUSED SO MANY GAPPED BILLETS IT IS RIDICULOUS.PEOPLE WANT TO KILL THEMSELVES AND ARE REMOVED FROM THE SHIP BECAUSE OF THE HOSTILE ENVIRONMENT!!!! THE CAPTAIN PROVIDES. HE HAS TAKEN AWAY NAVY TRADTIONS LIKE CPO 365 HE SAID HE DOES NOT WORK FOR THE MCPON SO HE WANTS HIS OWN PROGRAM WITH SOME WHACK AWARDS WITH IS TOTAL GARBAGE. HE TALKS DOWN TO EVERYONE, GIVES US DAYS OFF WHEN WE STILL HAVE TO COME IN FOR INSPECTIONS AND SO ON DISCOURAGING. HE THIKS THAT HIS IDEAS ARE THE BEST AND NOTHING EVRYONE SAYS IS A GOOD IDEA, HE ALSO LIKES TO NOT TAKE RESPONSIBLITY FOR HIS ACTIONS AT ALL HE BLAMES ERVYONE ELSE BUT HIMSELF. PEOPLE HAVE THE LOWEST MORAL FIRE THE CO!!!!!!!!!

0

The discrimination that has been observed has not been extremely evident. It is suttle and has more to do with how the person is viewed by senior leadership. There are people that senior leadership does not like and it has effected their career progression.

Other issues are that senior leadership does not trust anyone else to handle situations. Situations should be met with the appropriate amount of force. Several situations that we have had onboard have been blown out of proportion due to the pressure on junior leadership. There is no trust from junior to senior leadership and even less trust from senior to junior leadership. In order to move forward there has to be trust up and down the chain. It has to start at the top of the chain and come down because the top has lost the lower personnel in the chains trust. You have to build from the bottom up. The bottom of the chain must trust the top before we can move forward.

0

N/A

The schedule our ship has been through in 2016 is horrible. Sailors can not even relax when in port because we are leaving again quickly. We have only had a handful of port visits this year and no time to blow off steam. The Shiloh volenteers for missions at the extent of the crew. I have even seen many Sailors stop eating due to the stress they are under. No sleep is a given onboard as well. Work out time is little to nonexistant if you want to get sleep as well. You are forced to choose one or the other.

We are suffering. We are so disrespected, beat down, and unable to do our jobs. There is no trust here, and the only person who is allowed to decide anything is the CO. He has his hands in every process onboard, making everything so slow and cumbersome. He belittles the XO in public, and they are supposed to be a team. As leaders, we are expected to stand watch/work 20 hours a day, and yet do it with a smile on our faces and remain within PRT standards. Any suggestions to make our lives better, and therefore our productivity greater, are shot down because it is not the original, miserable Navy. Offering suggestions on ways to get sleep and lighten the schedule is seen as weakness. Khaki have no power, and are only regressing because they have no decision making authority. They just wait to do whatever the CO tells them to do because that's what's going to happen anyway. In summary, everyone onboard SHILOH is miserable and desperate for a way out.

NONE

I believe this command is good, but could be great if as a whole command and departments with in the command can communicate better and to allow E-6 and below to be able to ask questions about a problem or risk with out being told t to us there chain of command, when the person being asked could answer the question, instead of the service member being told to find there proper chain and have them ask the same person, the question to complete the task at hand, in order to complete work and get back to mission readniess.

The ultimate mystifying micro-manager. Oppressive, stifling climate. Nobody capable of doing their jobs, nor trusted to do so. We're trusted about as far as we can be thrown, and respected about as much. Sexism, there is a little against women and same-gender types. SAPR program is well run but the comments come from the top. Everybodys burnt out and strung out on perceived failures. Nobody confident in their ability to perform anymore. Our ship is the laughing stock of the waterfront, it used to be so much better. No matter how He spins it, the family and team atmosphere has been destroyed.

It seemed that it didn't matter how bothered we were by the comments, only that SOMEONE needed to be on this person's watchteam, so just "bear it a bit longer." I felt that if I stirred the pot any more with this situation, I would be messing with the "boys' club," so to speak, and that I may no longer be "liked" amongst the people important to my quals. As we are taught, being liked is never the goal, but when the qualification process is as political as when I arrived, it is vital. I think that the situation has greatly improved, with the member having transferred and the XO who picked favorites being transferred as well. What remains is the fact that the highest levels of leadership onboard either did nothing about it or was unaware. What if this had been two E-2's down in engineering? Or around the DDRT in CIC? Would that get brought to the attention it deserves? Most likely not. And I believe that's the problem onboard.

n/a

Wardroom vs enlisted

(b) (6), (b) (5) needs to GO or SHILOH needs to be decommissioned.

Appendix D: Operation Stress Control (OSC) Report

The Navy Operational Stress Control program works to help build resilient Sailors, families, and commands. Some stress is good because it can push a Sailor to do his/her personal best. However too much stress can harm both Sailors and commands and negatively impact mission effectiveness. This report gives you, the Commander/Commanding Officer, insight into the level of stress within your command and what some of the perceived reasons for that stress may be. We also offer you the chance to see how your command compares to the rest of the Navy by community. While it is impossible to remove every stressor faced in Navy life, we offer some recommendations for actions you can take to mitigate stress as well as strengthen or build command resilience. On the last page of this report, you will find a complete copy of the Stress Continuum, which describes each of the stress zones and actions that individuals, leaders, and family members can take to return to the Ready "green" zone. Please take a few minutes to review the chart and refer to it during your review of your command report. If you have any questions or would like additional information about OSC, please visit our website www.navynavstress.com. If you have questions concerning the OSC survey or report, please call (901) 874-2256 (DSN 882).

PART I: Overall Stress Assessment

A. Stress Continuum Model

1. How familiar are you with the Stress Continuum Model?

	Frequency	Percent (%)
Confident	25	28.41
Can Apply	32	36.36
Understand	21	23.86
Slightly familiar	3	3.41
Not at all	7	7.95
Total	88	100.00

2. During the PAST 30 DAYS, which stress zone most accurately describes your command?

	Frequency	Percent (%)
Green	1	1.14
Yellow	21	23.86
Orange	38	43.18
Red	20	22.73
Do Not Know	8	9.09
Total	88	100.00

3. During the PAST 30 DAYS, which stress zone most accurately describes yourself?

	Frequency	Percent (%)
Green	6	6.82
Yellow	21	23.86
Orange	32	36.36
Red	21	23.86
Do Not Know	8	9.09
Total	88	100.00

B. Work Stress

4. During the PAST 12 MONTHS, (or since you reported to current command), how much stress did you experience at work or while carrying out your professional duties?

	Frequency	Percent (%)
A lot	73	82.95
Some	13	14.77
A little	2	2.27
Not at all	0	0.00
Total	88	100.00

C. Outside Stress

5. During the PAST 12 MONTHS, (or since you reported to current command), how much stress did you experience outside of work (in your family or social life)?

	Frequency	Percent (%)
A lot	20	22.73
Some	18	20.45
A little	28	31.82
Not at all	22	25.00
Total	88	100.00

D. Individual Stress - Past 30 Days

NOTE: "Individual Stress" is made up of the following four items:

In the PAST 30 DAYS...
 - How often have you felt unable to control important things in your life
 - How often have you felt difficulties were piling up so high that you could not overcome them
 - How often have you felt confident about your ability to handle your personal problems
 - How often have you felt things were going your way

(HIGHER AVERAGE = HIGHER STRESS):

   If the "Unit" average is higher than the "Navy" average, then your unit is displaying a higher level of individual stress. Equally, if the "Unit" average is lower than the "Navy" average, then your unit is displaying a lower level of individual stress. Navy and Unit averages are based on Navy DEOCS respondents. Asterisk (*) = five or less respondents.

	Navy Average	Unit Average
Aviation	9.63	0.00
Expeditionary	9.26	0.00
Information Warfare	9.25	14.50
Medical	9.14	0.00
Special Operations	8.83	12.00
Submarine	9.51	0.00
Surface	10.15	13.35
Other	9.18	10.33
TOTAL	9.56	12.99

E. Navy Work Week

7. On average, how many hours did you sleep per night in the PAST 30 days?

	Frequency	Percent (%)
3 hours or less	18	20.45
4 hours	28	31.82
5 hours	27	30.68
6 hours	13	14.77
7 hours	2	2.27
8 hours	0	0.00
9 hours	0	0.00
10 or more hours	0	0.00
Total/Average	88	4.47

F. Types of Stress

8. Unpredictability of operations or job duties.

	Frequency	Percent (%)
A lot	54	61.36
Some	21	23.86
A little	8	9.09
Not at all	5	5.68
Total	88	100.00

9. Communication within my organization.

	Frequency	Percent (%)
A lot	43	48.86
Some	27	30.68
A little	12	13.64
Not at all	6	6.82
Total	88	100.00

10. Lack of personnel in my working group to get the job done.

	Frequency	Percent (%)
A lot	39	44.32
Some	26	29.55
A little	16	18.18
Not at all	7	7.95
Total	88	100.00

11. Increase in my work load.

	Frequency	Percent (%)
A lot	42	47.73
Some	24	27.27
A little	15	17.05
Not at all	7	7.95
Total	88	100.00

12. Working long hours.

	Frequency	Percent (%)
A lot	49	55.68
Some	21	23.86
A little	14	15.91
Not at all	4	4.55
Total	88	100.00

13. Conflicts between my professional duties and family responsibilities

	Frequency	Percent (%)
A lot	31	35.23
Some	26	29.55
A little	20	22.73
Not at all	11	12.50
Total	88	100.00

G. Barriers to Seeking Care

14. My shipmates/co-workers will see me as weak if I seek help for stress problems.

	Frequency	Percent (%)
Strongly agree	19	21.59
Agree	23	26.14
Neither agree nor disagree	26	29.55
Disagree	14	15.91
Strongly disagree	6	6.82
Total	88	100.00

15. Navy attitudes create barriers to seeking help for stress problems.

	Frequency	Percent (%)
Strongly agree	18	20.45
Agree	29	32.95
Neither agree nor disagree	30	34.09
Disagree	8	9.09
Strongly disagree	3	3.41
Total	88	100.00

H. Positive Aspects of Stress

Thinking about stressful situation(s) that you experienced at work in the past 12 months, (or since reporting to current command) please indicate how much you agree or disagree with the following statements:

16. I feel pride from my accomplishments.

	Frequency	Percent (%)
Strongly agree	20	22.73
Agree	25	28.41
Neither agree nor disagree	14	15.91
Disagree	13	14.77
Strongly disagree	15	17.05
Not applicable	1	1.14
Total	88	100.00

17. I am more confident in my abilities to deal with stressful situations in the future.

	Frequency	Percent (%)
Strongly agree	17	19.32
Agree	25	28.41
Neither agree nor disagree	26	29.55
Disagree	9	10.23
Strongly disagree	11	12.50
Not applicable	0	0.00
Total	88	100.00

PART II: FACTOR ANALYSIS BY DEMOGRAPHIC

USS SHILOH CG 67

The following provides an analysis of the six factors by individual demographic groups. Results displayed are derived by averaging responses from each question/item. This allows quick identification of specific high and low points by each demographic group. An asterisk (*) represents a demographic with five or less respondents.

	Command Level	Individual Level	Individual Stress - 30 Days	Work Related Stress - 12 Mon	Other Stress - 12 Mon	Seeking Assistance
Military	Orange	Orange	Orange	Red	Green	Red
Civilian	*	*	*	*	*	*
Officer	Orange	Orange	Red	Red	Yellow	Red
Enlisted	Orange	Orange	Orange	Red	Green	Red
Junior Officer	Orange	Orange	Red	Red	Yellow	Red
Senior Officer	*	*	*	*	*	*
Junior Enlisted	Orange	Orange	Orange	Red	Green	Red
Senior Enlisted	Orange	Orange	Orange	Red	Green	Red
Junior Civilian	*	*	*	*	*	*
Senior Civilian	*	*	*	*	*	*
Men	Orange	Orange	Orange	Red	Green	Red
Women	*	*	*	*	*	*
Minority	Orange	Orange	Orange	Red	Green	Red
Majority	Orange	Orange	Orange	Red	Green	Red
Total	Orange	Orange	Orange	Red	Green	Red

Green = Acceptable	Orange = Moderate Concern
Yellow = Slight Concern	Red = High Concern

PART III: ADDITIONAL RESOURCES

The following provides additional resources and information specific to the United States Navy Operational Stress Control Program.

STRESS CONTINUUM MODEL

	READY	REACTING	INJURED	ILL
Individuals	• Good sleep habits • Good fitness habits • Healthy eating • Sense of humor • Positive attitude • Productive and focused • Socially connected • Calm and confident • Effective communication • Moderation and balance • Able to relax • Sense of purpose • Feel on top of things	• Impatient or irritable • Worried • Trouble sleeping • Appetite change • Apathetic • Withdrawing socially • Cutting corners • Reduced concentration • Increased use of alcohol • Increased use of tobacco • Muscle tension/fatigue • Excessive escape mechanisms (TV, Internet, gambling, etc.)	• Can't fall or stay asleep • Weight changes • Persistent, vivid nightmares • Intense emotions • Loss of interest in activities • Social isolation • Loss of moral bearing • Suicidal/homicidal ideas • Confusion/disorientation • Episodes of rage or panic • Numbness • Loss of control • Substance abuse	• Symptoms persist get worse, or return more severely • Persistent trouble functioning
Families	• Children well-adjusted and secure • Regular routines • Good communication • Clean/organized home	• Children acting out, or insecure • Dropping routines • Difficult communication • Increased clutter and disorder • Reduced intimacy	• Major behavior issues • Feeling of chaos • Constant fighting • Silence, severe lack of communication • Loss of intimacy • Verbal or physical abuse	• Symptoms persist, get worse, or return more severely • Persistent trouble functioning
Command/Unit	• High morale • Strong cohesion • Good order and discipline • Deglamorization of alcohol and tobacco • Attention to detail • Clear sense of mission	• Falling morale • Split groups • Deferred maintenance • Minor discipline problems • Increased alcohol incidents • Decreased attention to detail	• Low morale • Divided camps • Equipment out of service • Significant discipline issues • Significant alcohol incidents • Multiple drug incidents • Vigilante missions	• Not mission capable

ACTIONS FOR INDIVIDUALS AND FAMILIES

READY
- Maintain physical fitness/healthy eating
- Get adequate rest
- Improve knowledge and skills
- Train hard
- Use alcohol in moderation, if at all
- Practice core values
- Build strong relationships
- Resolve conflicts effectively

REACTING — Includes all actions above and...
- Be self aware
- Rest, eat and stay hydrated
- Talk with shipmate and/or family
- Scale back from excesses
- Practice relaxation
- Stress first aid

INJURED — Includes all actions above and...
- Talk to leaders
- Seek guidance (chaplains, counselors, medical professionals)
- Build social support
- Set goals to get green

ILL — Includes all actions above and...
- Seek medical treatment
- Follow treatment plan

ACTIONS FOR LEADERS

READY
- Provide tough, realistic training
- Build unit cohesion
- Foster high morale, positive command climate
- Deglamorize alcohol and tobacco use

REACTING — Includes all actions above and...
- Help Sailors maintain work-life balance
- Ensure adequate time for crew rest[
- Encourage communication
- Conduct after action reviews
- Stress first aid
- Mitigate

INJURED — Includes all actions above and...
- Refer for early intervention
- Communicate and coordinate with providers

ILL — Includes all actions above and...
- Refer for medical evaluation and treatment
- Communicate and coordinate with providers
- Reintegrate into unit

For additional information about Navy Operational Stress Control or to seek help for individual, command, or family stress the following resources are available:

Operational Stress Control Online: www.navynavstress.com
Navy Marine Corps Public Health: www.nmcphc.med.navy.mil
Naval Center for Combat and Operational Stress Control: www.nccosc.navy.mil
Navy Knowledge Online: www.nko.navy.mil
Fleet and Family Support Center: www.cnic.navy.mil/CNIC_HQ_Site
Chaplains (Contact your local Base Chapel or www.chaplaincare.navy.mil)
Medical and Mental Health Providers (Contact your local Military Treatment Facility or www.tricare.mil/mentalhealth)
Military One Source: www.militaryonesource.com / 1.800.342.9647

PART IV: RESPONSE TO "What three things could your command do to reduce your stress level?"

Biggest stressor is the unknown schedule for the ship.

nothing

Identify PT time in POD.
Better food preparation.
Better training.

Respect all. Objectively listen to criticism meant to hold leadership(triad included) accountable. Practise remediation and training instead of outright ruining people's chances or desire to have a career in the navy.

1. Not have to go through the CO for everyting that needs to get done.
2. Allow the Chiefs mess to be a Chiefs messs.

3. prioratize this one first.

Schedule changes

Support and listen to junior personnel.
Not have so many personnel on watchbills.
Not put personnel on the rev watch on special evolutions, immediately following their watch.

Teach me what I need to know not through me a book and tell me all I need to know is in the reference. Change the watch rotation schedule underway. Have a positive or constructive outlook not always pessimistic.

Nothing really because we are a forward deployed ship

Communicate better with enlisted personell. Actually listen to those who are extremely stressed out instead of hiding. Treat each person as if it were themselves.

CHANGE OF COMMAND,and new CO.

We add so many requirements and put approval levels way higher than they should be that it causes extra work, lost man-hours, and extra stress.

Send people to schools to be qualified to preform their duties.
Provide more people to pervent manning issues.
Communicate better.

Give competent leaders.
Actually review the information given and digest it.
Comprehend the information and not ask for things that the ship can not control.

COMMUNICATION as a whole, make sure everyone is on the same track.
ORGANIZATION things where five things are not all at the same time. Space it out logically where it makes sense for the command as a whole not just, well this has to get done so let's do it now. It really needs to be thought out and make sense with the ships schedule.

1. More port visits
2. More MWR events/trips/etc.
3. Better communication on ship schedule

1) The Captain is willing to reform and accept that innovation throuhout the rest of the Navy is for the better. Just because things were not done a certain way 20 years ago doesn't mean they are wrong.
2) The ship left the dry dock worse then then when we went in. Time needs to be built into the schedule to allow the ship to get fixed before becoming operational.
3) training, INSURV, and real world ops cannot be combined. Somebody needs to define the priority. All 3 at once will

MWR events, and trips.
Attainable DUTY day off.

Listed above - trust, recognize, respect

-

Just get rid of the Co. Please.

Less underway time and a New CO

Fix the schedule, fix the op-tempo, and when in port let us see our families.

Take away some of the bells and whistles. Literally. The morning song during reville can and often is a terrible way to start the day, as many berthing members try to sleep that extra thirty minutes that can be crucial to watchstanders surviving on only a few hours worth of sleep a night, and depending on the length and type of song, this can be an incredibly frustrating process. Morning Songs are traditional which, on this command, means they matter more then the personel, but at least redusing playtime to thirty seconds would allow that extra sleep. I know its a little thing, but

FIRE THE CO. FIRE THE CMC. ALLOW THE CHIEFS MESS TO HANDLE PERSONNEL AND NOT BE MICROMANAGED BY THE CO.

Increase Communication
Plan Events Much Better for Maintenance
Increase Oppurtunities for Junior Guys

Not take so many missions, give time off. Let people be people.

1.) CO should talk to the Admirals to make a larger push for increased support in the 7th Fleet AOR to relieve the mountain of tasking SHILOH and other ships in FDNF Japan receive.

2.) Maximum time off during in-port periods.

Before getting hopes up confirm rumors.
Make sure ESWS participants aren't left waiting for a long time for a board.
More than just one game night a week.

Are schedule of being Forward Deployed is allready stressed enough when we have a chance inport give the crew a break. We have been underway for about 7 months this year with a total of about 50 days import. But when we are import we have inspection after inspection that dictates are work load of having to be on the ship

LCPO is a big problem for my division because he never wants to listen and always says he knows better then you when he isnt even your rate or job.

a very stressful topic for the entire command is the upcoming PFA. we have been out all year and have no time to workout and get the needed amout of healthy sleep.

QUIT MAKING THINGS DIFFICULT. WE ARE NOT THE FIRST SHIP IN THE NAVY BUT WE HAVE TO DO THINGS AS IF WE ARE THE FIRST SHIP TO DO IT. RE-INVENTING THE WHEEL ON EVERYTHING JUST FOR THE TRIAD (CO) TO SAY "LOOK WHAT I DID TO THE SHILOH"

nothing

-Bigger portions of food.
-Naps.
-Get rid of 3M program... "its not what you know, its what you can prove"
-Remove CO board for the ESWSs qualification.

The chain of command could relax a little, stop sending everyone who sneezes to NJP.
The chiefs mess could maybe work a little harder at getting NJP's stopped at their level.
We could not take ESWS away from people who fuck up once.

1) Get manning up
2) Allow people more time to be able to set up a home in home port when they first report
3) Hold all people accountable for their work load no matter what their rank is.

not work its sailors to their breaking points

get rid of FSA, new workout gear like a new punching bag, and more events with mwr on the ship while underway.

I don't know.

Better schedule is pretty much it ship life isn't too hard. Maybe a look at the menu or healthier food options.

LET THE CHIEFS RUN THEIR DIVISON LIKE THEY SHOULD!!! GIVE BACK TRUST AND RESPECT TO THEM LIKE HOW THEY HAVE EARNED IT.

Please take a look at how many Sailors from this command have had mental break downs, transferred due to suicidal/homocidal behavior, or mysteriously transferred early. It seems as if this is the only way to deal with stress is to get away from this command. I am counting the months, weeks, and days until I can leave and forget this command ever happened. If you want to reduce stress, first take a look at what is causing the stressors. If firing the CO is not an option, then having an option to transfer early could be an option. i would much rather serve under another CO on

More time off to spend with family while inport.

-Actually try to make an effort for Sailorsto work reasonable hours to get their personal lives in order.

stick to a strict schedule. Ensure chiefs are given the promotion when earned.

1. Allow watches to have their own watch rotations rather than the command thinking one singular rotation is best suited for everyone.

2. Bring more fleet returnees rather than new junior enlisted. Especially 2nd class and 1st class petty officers.

Let me do my job

upgrades, correct ship issues, and manning issues

stress will be high. insurv gods are coming to take our souls.

give more time for sailors to be able to take care of personal stuff like housing since we have so lil time in port.

MORE TIME OFF. HAVE MORE FORESIGHT

COMMUNICATION!!! PEOPLE NEED TO KNOW THINGS. I CANNOT ACCURATELY DEAL WITH PERSONAL PROBLEMS WHEN I DO NOT KNOW WHERE I AM GOING TO BE TOMORROW. A CHANCE OF SOMETHING IS BETTER THAN SILENCE.
BREAKS!!! STOP VOLUNTEERING THE COMMAND FOR RANDOM MISSIONS BECAUSE YOU THINK WE CAN DO IT. WE ARE NOT PLAYER IN YOUR PRIDE GAME

1) More liberty
2) More delegation
3) Less micro-managing

Communicate and stop compulsive lying by leadership.

number 1 stresser is fear of the unknown, this is mostly an external to shiloh stresser then internal stresser

be honest with the sailors, and have the CO be freaking Genuine - he is so fake he does not care about sailors he cares that he does not get fired as a captain. so he puts high stressors especially on OFFICERS! I've seen DivO's so stressed out and extremly tired and that makes for a sometimes bad environment. I do not think he LIKES one person on this boat. he is particularly VERY HARD ON THE YOUNG BLACK MALES - HE IS VERY QUICK TO PROCESS THEM OUT OF THE NAVY instead of INSTILLING a mentorship program on this ship to help the young black male

hit more than just 1 port in year
better captain
and get rid of fsa

-Reduce/eliminate the climate of "work guilt"--that is, 'if you are working out, you are wasting the ship's time and should be doing your job.'
-Improve (or enact) the division officer qualification timeline. We as a command are so tightly wound, we do not take/make time to take care of the division officers. We talk about pushing qualification for our sailors, but who pushes the qualifictions for officers? And by push, I mean foster an environment of teaching, mentoring, and ultimately

1
2
3

They cannot.

- communication
-sleeping a minimum 6 hours
-less restriction on good sailiors in work and out of work

Every situation isn't going to cause harm to someone the person in charge just want to look go for there peers. It's start from the top

Stay in port for longer than 12 days

Deadlines should be put out sooner to avoid last minute rushes to accomplish important items.
Not stressing over the little things! The big things are worth emphasizing, but not EVERYTHING is meant to be a liberty item.
The Department Heads are stressed upon, they stress on the divos, the division officers distribute to the divisions. I think it typically diffuses as it goes, but still I believe most of the stress comes from the DHs.

In the past few months I have had to take leave to make a medical apt due to stress at home. The work load at work did not allow me to take the time for a on hour appt. Second the command needs to plan better for big events we are constantly not able to plan for events at work or home on a regular basis. Third it may not be the fault of the CO,XO,CMC but there are definitly barriers if a person feels stressed or having other issues. I know even with the stress that I am under I try to seek help away from the command. I would never bring it up here at work since in the

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Consistency, professionalism, and responsibility.

have more in port time. have the CO be more friendly with the crew and walk around more. inform the crew of a 10 week notice so the crew can prepare for the PRT.

OPTEMPO
Interactions with CO
Extremely long Workdays

Not having inspections cycles every month

DECONFLICT SCHEDULES
APPROPRIATE MANNINGMORE
MORE PORT VISITS

None

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I do not expect a NAM for fixing anything within my job. But I do feel that personel are not given enough credit for the work that they do. Also in home port I have started to expect to stay until 1900 or 2000 everyday as too many surprising tasks that could possibly wait until the next pop up. Also we do not recieve enough experience as new gains. Most of our gains are either from shore duty and don't know their jobs on ships or are brand new to the Navy and do not know anything of what to do.

n/a

replace certain leaders of the E-7 area
Train instead of making fun of you
communicate better

If possible, more liberty ports. The one liberty port the ship went to was a working port for many of the crew. One benefit of FDNF is the ability to go to more liberty ports, and that hasn't happened for barely anyone on the waterfront this year.

Morales
No Favoritism

...sO-Os...=...O-O...

The question I asked recently is "How many more people need to get qualified before I get approved to see my child?". I understand that the sacrafices made to serve in this organization is paid fully; but when asked to be repaid just a small amount of time to take care of duties at home, I believe this command doesn't support that. I've achieved a tad bit more than the command has asked of me, and when I was promised time off to spend with my newborn; the command found more reasons for me to be retained to support the ships "MISSION". I've been tasked to train new

Pull into more than two ports a year that aren't attached to the command's host nation, have a commanding officer that displays genuine care for the crew and their families, and less micromanagement throughout the ship's organizational structure that starts at the apex of the chain of command and down to the more lower levels of rank. I would like to hear positive things about our ship on the waterfront, but as it stands, it's seemingly impossible.

stay inport

Reduce the meetings, not make people feel they can never leave work, eliminate the cumbersome processes.

Have a set schedule. If the crew didn't have to walk on eggs shells because of the co it would be less stressful. The crew walks around the command in fear. This has been my worst command.

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1) Better liberty.
2) Not making "madatory fun" events during liberty time.

LESS UNDERWAYS AND MORE TIME TO RELAX, MORE PEOPLE TO GET THE JOB DONE AND NO MICRO MANAGEMENT

change the watch rotation to 4 sections if the watch station can handle 4 sections